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Description of document: A listing/printout of contracts and statements of work from each contract from NRO to the firm Booz Allen or Booz Allen Hamilton, 2009-2013

Requested date: 12-May-2013

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Source of document: FOIA Request  
National Reconnaissance Office  
Attn: OCIO/Information Review and Release Group  
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Chantilly, VA 20151-1715  
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[Online FOIA Request Form](#)  
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## NATIONAL RECONNAISSANCE OFFICE

14675 Lee Road  
Chantilly, VA 20151-1715

17 May 2017

Ref: FOIA Case F13-0087

This is in response to your request dated 12 May 2013 and received in the National Reconnaissance Office (NRO) on 13 May 2013. Pursuant to the Freedom of Information Act (FOIA), you requested:

"1. A listing/printout of contracts from NRO to the firm Booz Allen or Booz Allen Hamilton anytime between October 1, 2008 to the present;

2. A copy of the statement of work only from the contract document from each contract from NRO to the firm Booz Allen or Booz Allen Hamilton since October 1, 2008 to the present."

Your request was processed in accordance with the FOIA, 5 U.S.C. § 552, as amended. After a thorough search of our records and databases, we located forty-nine records responsive to your request. Five records are released to you in full; forty records are released in part; and four records are denied in full. Material withheld from release is denied pursuant to FOIA exemptions:

(b)(1), as properly classified information under Executive Order 13526, Section 1.4(c), (e), and (g); and

(b)(3), which applies to information exempt from disclosure by statute. In this case, the applicable statutes are:

10 U.S.C. § 424, which provides (except as required by the President or for information provided to Congress), that no provision of law shall be construed to require the disclosure of the organization or any function of the NRO; the number of persons employed by or assigned or detailed to the NRO; or the name or official title, occupational series, grade, or salary of any such person;

50 U.S.C. § 3605, which provides for protection from release of information with respect to the activities of the National Security Agency; and

50 U.S.C. § 3024i, which protects intelligence sources and methods from disclosure.

You have the right to appeal this determination to the NRO Appellate Authority, 14675 Lee Road, Chantilly, VA 20151-1715, within 90 days of the above date. You may also submit an appeal electronically by completing the form available on the NRO's public web site at <http://www.nro.gov/foia/AppealInput.aspx>. Please include an explanation of the reason(s) for your appeal as part of your submission. The FOIA also provides that you may seek dispute resolution for any adverse determination through the NRO FOIA Public Liaison and/or through the Office of Government Information Services (OGIS). Please refer to the OGIS public web page at <https://ogis.archive.gov/> for additional information.

If you have any questions, please call the Requester Service Center at (703) 227-9326 and reference case number **F13-0087**.

Sincerely,



for Patricia B. Cameresi  
FOIA Public Liaison

Enclosure: Final Release of Documents #1 - 45

<b>Document Number</b>	<b>Document Name</b>	<b>Final Determination</b>
1	Contract List	RIF
2	08-C-0015 (1)	RIP
3	08-C-0015 (2)	RIP
4	08-C-0015 (3)	RIF
5	08-C-0015 (4)	RIP
6	08-C-0015 (5)	RIP
7	08-C-0015 (6)	RIP
8	08-C-0015 (7)	RIP
9	08-C-0053 (1)	RIP
10	08-C-0063 (1)	RIF
11	08-C-0063 (3)	RIP
12	08-C-0063 (4)	RIP
13	08-C-0063 (5)	RIP
14	08-C-0063 (6)	RIP
15	08-C-0063 (7)	RIP
16	09-C-0596 (1)	RIP
17	11-C-0014 (1)	RIP
18	11-C-0014 (2)	RIP
19	11-C-0014 (3)	RIP
20	11-C-0014 (4)	RIP
21	11-C-0014 (5)	RIP
22	11-C-0014 (6)	RIF
23	11-C-0014 (7)	RIP
24	11-C-0014 (8)	RIP
25	11-C-0014 (9)	RIP
26	11-C-0014 (10)	RIP
27	11-C-0022 (1)	RIP
28	11-C-0022 (2)	RIP
29	11-C-0022 (3)	RIP
30	11-C-0047 (1)	RIP
31	11-C-0065 (1)	RIP
32	11-C-0403 (1)	RIP
33	11-C-0403 (2)	RIF
34	11-C-0403 (3)	RIP
35	12-C-0071 (1)	RIP
36	12-C-0071 (2)	RIP
37	12-C-0071 (3)	RIP
38	12-C-0071 (4)	RIP
39	12-C-0071 (5)	RIP
40	12-C-0071 (6)	RIP
41	12-C-0071 (8)	RIP
42	12-C-0071 (11)	RIP
43	12-C-0071 (12)	RIP
44	12-C-0071 (13)	RIP
45	12-C-0093 (1)	RIP

## Booz Allen Hamilton Contracts

<b><u>Contract Number</u></b>
08-C-0015
08-C-0053
08-C-0063
09-C-0596
11-C-0014
11-C-0022
11-C-0047
11-C-0065
11-C-0403
12-C-0071
12-C-0093

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STATEMENT OF WORK  
Space Protection Program (SPP) Support

15 July 2011

**Purpose:** Add a new Special Study Task and Contract Line Item Number (CLIN) to the existing Greenspire Statement of Work (SOW), NRO000-08-C-0015. This task is for a special study supporting the Space Protection Program (SPP), a joint National Reconnaissance Office (NRO) (b)(3) led by the Director, NRO and the (b)(3). The SPP provides synergistic support to both the NRO and (b)(3).

- The SPP will provide funds via (b)(3) through the appropriate channels. The SPP will ensure (b)(3) are processed in advance of required execution date.

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**SOW Task Order (TO) and Contract Line Item Number (CLIN)**

Provide the Space Protection Program (SPP) technical assistance and special studies related to protection studies, (b)(3)

preserve space effects, improve resilience and improve mission assurance. (Consistent with the National Space Policy, the National Security Space Strategy and the Space Protection Strategy).

Level of Effort (b)(3) TE

Special studies and technical assistance may include, but is not limited to, provide the following:

- (b)(3)
- (b)(3)
- Space Protection Program Prioritization and Deconfliction
- (b)(3)
- Space Protection Strategic Planning and Analysis
- (b)(3)
- Intelligence Requirements Management/Coordination
- (b)(3)
- Conference Planning and Meeting/Workshop Initiatives
- (b)(3)
- Shaping strategic relationships to preserve and protect space effects

15 July 2011

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- Advise SPP Directors and other senior leaders on space protection strategy, policy development, emerging threats
- Support Program Control and Planning, Programming, Budgeting and Execution (PPBE) activities

Special studies and technical assistance may also involve other related activities consistent with elements of the SOW including, but not limited to the following:

- (b)(3)
- Prepare and support briefings, demonstrations, conferences (consistent with para. 3.1.3.2).
- Support elements of the IC (and DoD) involving use of intelligence requirements management, analysis, collection, and production (ref para 3.1.3.6).
- Enhance collaboration by providing relevant intelligence, policy decisions and directives from mission partners and DoD to SPP (consistent with para 3.2.4.1)
- Prepare and present papers and briefings related to space protection; support efforts to educate joint activities and mission partners (ref para 3.3.1.3).
- Provide technical assistance to integrate, visualize and present information that improves understanding of space protection issues and insights involving current and future national space systems and U.S. space interests (ref para 3.5.4.8).
- Perform the full range of Program Control and Planning, Programming, Budgeting and Execution (PPBE) activities for the Space Protection Program (SPP). This includes, but is not limited to, all PPBE processes/analyses, lifecycle cost management, system acquisition analysis/management, specialized research/studies/analyses, financial management/analysis, and the creation/coordination/research/analysis/reporting of new policies and/or procedures supporting the SPP mission. Due to the sensitive nature of performing this specialized work, request this support be provided using experienced personnel possessing the necessary security clearances and appropriately firewalled within the construct of the contract to maintain a "trusted agent" status with the US Government.

#### Deliverables

1. Monthly Status Report.
2. Technical Analysis Reports.
3. Space Protection Summary Reports. Space Protection Summary Reports will include (b)(3) recommendations.
4. Integrated Master Schedules. Will graphically represent project priorities and conflicts as well as impact and linkages to other tasks, projects, and programs.
5. (b)(3) Assessment will estimate risk and impact to mission accomplishment.

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6. (b)(3)
7. (b)(3)
8. (b)(3)
9. (b)(3)
10. Technical Assessment Report. Consolidated report containing Analysis of Alternatives, Value Added Modeling results, and an explanation of the assessment criteria.
11. (b)(3)
12. (b)(3)
13. Corrective Action Plan. One-for-one solution options based on Lessons Learned Report findings. Will include plan for measuring effectiveness of the corrective measures.
14. (b)(3)
15. Action Item Tracking Matrix. A list of action items tied to specific objectives, identification of responsible individual, and milestones.
16. (b)(3)
17. (b)(3)
18. (b)(3)
19. (b)(3)
20. Architecture development and System Administration of (b)(3) and Assessment tools.
21. Development and sustainment of multi-level (b)(3) and methods/techniques to provide information to various internal/external customers at all classification levels (including SAPs: DOD, AF, IC, NRO)
22. Assessments of past, current and future space strategy and policy development and the relation to space protection efforts.
23. Monthly status update to SPP for all (b)(3) content, assessments, policy and strategy activities.
24. Collect information (b)(3)
25. Draft JUONs, OPLANs, CONPLANs, and other related documents to introduce requirements processes or TTPs.

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~~UNCLASSIFIED//FOR OFFICIAL USE ONLY~~**Place and Period of Performance**

- The primary place of performance for this task is (b)(3) (various government/contractor facilities); with FTE commensurate with level of funding. The COR, ACOR or TCOR may designate other sites as required for performance of this task (in various government and contractor facilities).
- Period of Performance will be in accordance with the Greenspire Contract (through September 2014)

**Travel and Other Direct Costs**

Travel between the following (and other TBD) destinations is authorized with prior approval by the sponsor, COR, ACOR, or TPOC. Table 1 below is an estimate of the expected travel.

- NCR is the National Capital Region.
- Local travel at destinations is authorized. All travel to (b)(3) requires prior approval by the ACOR, TPOC or COR.
- Hardware and software procurements are allowed with ACOR, TPOC or COR approval.
- ODC's are authorized, with approval by the ACOR, TPOC or COR and shall be itemized and reported per CDRL item.

**Table 1, Travel Requirements (Annual across all tasks)**

# of Trips	Origination	Destination	# of Travelers	# of Days
20	(b)(3)			3
6				2
10				2
20				2
4				7
4				7
2				5
3				4
2				10
4				3
2				4

**Table 2, Other Direct Charges**

Facility Charges (b)(3)	Annual (XX FTE)	\$
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**Statement of Work**

**For**

**AST**  **Special Study**

**8 Mar 2010**

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**(U) Scope:**

The scope of this effort will span all studies, pre-acquisition and acquisition milestones to support system justification and advocacy activities. The scope of this effort will support the government and all development and study contractors in their analytic and modeling and simulation (M&S) activities.

**(U) Deliverables:**

1. Customized study decks in Community Information Needs Forecast (CINF) format with documentation describing new fields, ranges of their values, and definitions. Products will be tailored for information sharing through electronic systems and live presentations. Products will be formatted using Microsoft Office tools, specifically MS Access and Excel.
2. Spreadsheets summarizing and mapping decomposition results, which contain data extracted from the above study decks. Products will be tailored for information sharing through electronic systems and live presentations. Products will be formatted using Microsoft Office tools, specifically MS Access and Excel.
3. Briefing material to describe utility metrics and results to be presented at study group meetings. Products will be tailored for information sharing through electronic systems and live presentations. Products will be formatted using Microsoft Office tools.
4. Educational materials required to train others on methods developed and to share study decks. Material will focus on use of the data, development of the decomposition process, and examples. Products will be tailored for information sharing through electronic systems and live presentations. Products will be formatted using Microsoft Office tools.
5. Final Report

**(U) Place of Performance:**

The primary place of performance for this task is Chantilly, VA (various government/contractor facilities). The COTR may designate others sites as required for performance of this study (in various government and contractor facilities).

**(U) Travel and Other Direct Cost:**

Local travel at destination is authorized. Travel to other destinations is authorized with prior approval by the COTR. No non-local travel is expected.

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**Attachment 1**

**National Reconnaissance Office**

**Deputy Director for Mission Support**

**System Engineering and Technical Advisory  
Services Contract**

**Greenspire**

**Statement of Work**

**27 May 2009**

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**UNCLASSIFIED****1.0 Introduction**

**1.1 National Reconnaissance Office (NRO) Mission** - The mission of the NRO in the 21st century is to develop and operate unique and innovative space reconnaissance systems and conduct intelligence-related activities essential for U.S. national security. The NRO is responsible for the acquisition, operation and maintenance of, space reconnaissance systems; delivering new sources and methods; and partnering with Defense, Intelligence, and Space Communities to deliver critical information to U.S. national security leadership and assure effective space-based intelligence, surveillance, and reconnaissance for the Nation. The NRO's values are Integrity, Excellence, Teamwork, Innovation, Respect, and Diversity.

**1.2 Deputy Director for Mission Support (DDMS) Mission** - DDMS serves as the primary advisor to the DNRO on user needs, system status, and quick-reaction response to user needs. The DDMS also serves as the Deputy Commander, Joint Functional Component Commander for Space within the United States Strategic Command (USSTRATCOM). Within the NRO, the DDMS is the focal point to ensure NRO capabilities provide integrated and timely support to the military and national users.

**1.3 Relationships & Interfaces**

**1.3.1 Internal** - Personnel of the DDMS System Engineering and Technical Advisory Services (hereafter referred to as "Greenspire") contract will interact on a daily basis with DDMS and NRO personnel for the purpose of maintaining a current and accurate knowledge of all DDMS activities across the NRO, and maintaining current and accurate data on the status and capabilities of existing and planned NRO systems.

**1.3.2 External** - Personnel of the Greenspire contract will interact on a daily basis with external agencies. Examples of the external working relationships include, but are not limited to, the National Security Agency (NSA), the Central Intelligence Agency (CIA), the National Geospatial-Intelligence Agency (NGA), the Defense Intelligence Agency (DIA), the Department of Homeland Security (DHS), Unified Commands, the Armed Services and their Service staffs, the Joint Staff, and other national and military customers of NRO systems data.

**1.4 Program Objectives** - The contractor shall provide a qualified staff consisting of individuals with skills, knowledge and experience in the areas of reconnaissance and intelligence analysis, systems acquisition, operations, management, exploitation, and integration, as well as experience and knowledge in planning and executing military operations across the spectrum of air, land, sea and space forces, and operations involving civil and national users. This work force will be fluent in national systems to include architectures, constellations, dissemination systems, and exploitation systems. The contractor shall supply personnel who can communicate results of their analysis succinctly, effectively, and persuasively via written products and briefings. This work force will also understand Intelligence Community (IC) and Department of Defense (DoD) Planning, Programming, and Budgeting processes. Finally, this work force will be familiar with government and military staff procedures and the national space and intelligence communities.

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**UNCLASSIFIED****1.4.1 (U) Core Knowledge Requirements**

(U) In order to support the DDMS mission to "Understand user needs to coordinate, integrate, and deliver NRO-wide, responsive solutions," all contractors assigned to the Greenspire contract must have basic knowledge of NRO collection, processing, and dissemination capabilities as well as certain DoD, IC and Federal Government personnel policies. The "core knowledge" requirement can be satisfied through a combination of self-paced Computer-Based Training (CBT) and live training. All contractors supporting this SOW must complete the DDMS "core knowledge" training requirement within 120 days after receiving their account access. Current DDMS "core knowledge" training requirements are provided during the DDMS check-in process and can also be found on the DDMS Training web site. Required courses are subject to change based on evolving core knowledge requirements and available training resources. Core knowledge requirements will not be changed more than once per calendar year and advanced notice of any course changes will be provided to respective DDMS training leads, group administrators, and program managers.

(U) The Contractor shall accomplish any and all Core Training requirements levied upon the contractor workforce by the Government, while complying with requirements of clause N52.231-003 in the contract.

**2.0 Applicable Documents**

In the case of conflicts between information contained within this Statement of Work (SOW) and other cited documents, the SOW shall take precedence. In the event of conflict between the SOW and any other prescribing documents, the contractor shall notify the Contracting Officer in writing within five (5) days of identifying the conflict. Nothing contained in this SOW supersedes applicable laws or regulations unless specific exemptions have been obtained in writing from the Contracting Officer. All references to documents in Sections 2.1 and 2.2 refer to the most current approved version.

**2.1 Compliance Documents**

This procurement does not contemplate the purchase of Electronic and Information Technology (EIT) falling under the definition of EIT provided in the Rehabilitation Act or Accessibility Standard. The contractor shall notify the government prior to procurement of any electronic and information technology that meets the definition of EIT provided in the Rehabilitation Act or Accessibility Standard.

The contractor team shall comply with the following documents:

- NRO Classification Guide version 6.0, May 21, 2005
- NRO Security Manual, revised September 25 2007
- DCID 6/3, 5 June 1999
- DCID 6/4, 2 July 1998
- DDMS Travel Policy

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- NRO Directive 61-9, Accessible Electronic Information Technology
- NRO Directive 10-1, Customer Support
- NRO Instruction 10-2, NRO Customer Support

**2.2 Reference Documents**

- DDMS Management Control Plan
- Applicable NRO Directives and Instructions not specifically called out elsewhere in this SOW. Impacts of modified and/or new NRO Directives and Instructions affecting the scope of work in this SOW will be examined on a case-by-case basis.
- Federal Managers' Financial Integrity Act (FMFIA)
- Defense Planning Guidance
- Joint Vision 2020
- J3M 5100.01
- PDD-35
- PDD-61

**3.0 Tasks**

The contractor shall provide Contracted Advisory and Assistance Services (CAAS) and Non-CAAS support as an integral part of the DDMS military/civilian/contractor team to accomplish the DDMS mission in the task and sub-task areas of Section 3. Not all tasks are required to be performed at all times. Tasks contained in this SOW define functional areas and will support DDMS requirements within whatever DDMS organizational structure exists when tasks and sub-tasks are assigned by government task officers with Contracting Officer's Technical Representative (COTR) concurrence. The contractor shall comply with official Government notifications regarding changes in priorities and resource allocation. The Government's estimate for the initial allocation of effort is presented below for each task area. The level of effort for Special Study Support will be negotiated for each task order on a case-by-case basis through the issuance of bilateral modifications [or task orders] to the contract.

- 1) User Engagement Support -32%
- 2) Requirement Assessments Support – 26%
- 3) NRO Pentagon Office Support – 10%
- 4) Financial Management Support – 5%
- 5) Executive Operations Support – 24%
- 6) Special Studies (tasks orders as needed) – 0%
- 7) Program Management – 3%

*Please note the percentages are only estimates.*

The contractor shall:

**3.1 Provide User Engagement Support.**

These tasks will provide operational support with a variety of different areas and customers. These duties will involve coordination and interaction with NRO Directorates, Offices, and Mission Partners regarding customer support activities and IC space related issues. There may be times when the individuals performing these tasks will be required to deploy on short notice to support worldwide crisis/contingency operations.

**3.1.1 Planning & Coordination - CAAS****UNCLASSIFIED**



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3.1.1.1 Plan, coordinate, and execute operations support for military and national customers. Work with customers to develop solutions to complex Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) issues including data management, national and tactical systems architectural issues, technology insertion, and overall improvements in national systems' utility.

3.1.1.2 Provide the expertise to propose and develop end-to-end solutions of key government identified Intelligence Community problems, with a focus on the war on terrorism and Weapons of Mass Destruction (WMD) proliferation problems to include drafting action plan proposals and assisting in government implementation of the plans.

3.1.1.3 Provide the expertise to propose and develop end-to-end solutions of key government identified Homeland Security and Law Enforcement problems. This would include developing action plan proposals and assisting government implementation of the plans.

3.1.1.4 Provide Army, Navy, Air Force, and Marine Corps Service Team members with expertise to develop action plan proposals to capture Service-unique C4ISR requirements; plan and conduct education and pre-deployment training; and facilitate the transition of quick reaction capabilities into Service acquisition processes.

3.1.1.5 Plan and execute NRO engagement support. Analyze user requests for information and provide recommendations for support. Demonstrate proficiency and an ability to improve upon NRO collaborative tools such as NEST, CIS, Breeze and community-supported tools such as SKIWEB, Wiki, Blog, Intellipedia, Intelink Instant Messaging (IIM), and Intelink Passport.

**3.1.2 Analysis - CAAS**

3.1.2.1 Provide analysis and assistance to deployed NRO field representatives.

3.1.2.2 Provide customer support needs analysis. Collect, assess, prioritize, and provide customer feedback by interview or other means to the NRO on a continuing basis. Aggregate feedback data, and analyze against approved metrics.

**3.1.3 Program Support – Non-CAAS**

3.1.3.1 Support worldwide contingencies, to include intelligence collection and reporting support, and operational analysis support.

3.1.3.2 As directed by the COTR, support DDMS training, experiments, and exercise efforts.

3.1.3.3 Provide program advocacy support focused DDMS's role within the NRO, and within DoD and the IC. Prepare and support briefings and demonstrations for NRO

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visitors. Support, plan, and execute conferences for DDMS, NRO Mission Partners, or other customers.

3.1.3.4 Disseminate information regarding customer support activities for the purpose of improving awareness and de-confliction of the NRO response to customers.

3.1.3.5 Provide customer satisfaction data. As the user engagement experts within the NRO, collect, assess, and report on customer satisfaction to the NRO on a continuing basis.

3.1.3.6 Support to the Intelligence Community (IC) and other non-military users through the use of intelligence collection and reporting support, tasking support, and operational analysis support.

**3.2 Provide Requirements Assessments Support.**

The contractor shall support the requirement assessments for major space systems. For these duties, the contractor will need to understand NRO system capabilities and be able to cross-walk these capabilities with Government identified intelligence needs and homeland security needs in written and briefing products. In addition, the contractor will interact with other NRO Directorates and Offices on a variety of homeland security space-related issues.

**3.2.1 Planning & Execution Administration – Non-CAAS**

3.2.1.1 Support Tactical Defense Satellite Reconnaissance (tDSR) Program (planning and execution).

3.2.1.2 Facilitate and conduct process for DDMS to prioritize requirements funded by the National Intelligence Program (NIP) and NRO-MIP.

3.2.1.3 Provide support for the DDMS senior leadership for discussions with senior representatives of the NRO, DoD and national organizations, Armed Services and Combatant Commands. Preparation includes point papers, white papers, briefings, presentations, and recommended courses of action.

3.2.1.4 Provide expertise to corporate NRO by representing the NRO in homeland security forums such as the Homeland Security Forum and the Civil Applications Committee (CAC). This would include interactions with key players and participation in related working groups, as well as developing proposed issue papers that enable DDMS objectives.

3.2.1.5 Develop, document and execute processes to manage the tDSR programs, including, but not limited to, Military Exploitation of Reconnaissance and Intelligence Technology (MERIT), National to Tactical Networks (NTN), Combat Systems Integration (CSI), and Advanced Warfighting Experiments (AWE).

3.2.1.6 Develop, record and present plans and documents to support the NRO – Military Intelligence Program (NRO-MIP) planning, programming, and budgeting activities.

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Prepare proposed Program Objective Memorandum (POM), Congressional Justification Book (CJB) and other inputs to support those programs managed by DDMS.

**3.2.2 Advisory & Support - CAAS**

3.2.2.1 Provide expert advice through direct and indirect interaction with NRO Directorates and Offices, Mission Partners, and DoD. Highly knowledgeable experts will provide technical, operational, and acquisition advice covering at least the subjects of IMINT, SIGINT, MASINT, and COMM.

3.2.2.2 Provide expertise to support corporate NRO representation in IC forums to include but not limited to the National Intelligence Collection Board (NICB), and the Mission Requirement Board (MRB), through interactions with key players and in working groups, to include drafting proposed issue papers and attendance at key working-level meetings that enable DDMS objectives.

3.2.2.3 Document national systems performance by conducting parametric, statistical, and qualitative analyses of data and assessing systems against customers priority mission needs. Investigate effectiveness of national systems data for real world and exercise planning support to ensure the fullest employment of resources and to meet customer's priority mission needs.

**3.2.3 Analysis & Monitoring - Non-CAAS**

3.2.3.1 Evaluate programs against DoD Requirements. Develop and operate relational data management tools to track and monitor program requirement satisfaction from high level requirements documents such as Mission Need Statements (MNS) and Operational Requirements Documents (ORD) to System level and Technical Requirement Documents (TRD).

3.2.3.2 Evaluate programs against IC and non-military user requirements.

**3.2.4 General Support - Non-CAAS**

3.2.4.1 Provide applicable intelligence information, policy decisions and directives from mission partners and DoD to NRO Directorate and Office staffs.

3.2.4.2 Elicit and codify key intelligence needs in written and briefing products from key IC stakeholders to include Homeland Security.

3.2.4.3 Support a regular interaction with the CIA NCS, DI and DS&T to ensure understanding of NRO system capabilities.

3.2.4.4 Under government guidance, develop draft NRO position papers on a variety of IC and homeland security space-related issues that take into consideration DNI, NRO, and mission partner views.

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**UNCLASSIFIED****3.3 Provide Support to NRO Pentagon Offices.****3.3.1 Advisory & Support - CAAS**

3.3.1.1 Support the NRO liaison offices located in the Pentagon. Support liaison efforts to offices/organizations to include but not limited to the Joint Staff (J2/J3/J8), the Under Secretary of Defense for Intelligence (USD(I)), and mission partners (NSA, NGA, DIA). Advise these supported organizations regarding operational aspects of national space-based assets in support of operations.

3.3.1.2 Provide subject matter experts in NRO organization and broad SIGINT, IMINT, COMM, and MASINT capabilities from NRO systems to identify and coordinate action items. Incorporate national systems considerations in planning documents for joint education, training, exercises, and readiness activities.

3.3.1.3 Educate the Joint Staff, USD(I) and mission partners on national systems' capabilities and operations. Rapidly respond to requests for information on NRO systems, operations and policies. Identify and develop opportunities for DDMS to actively engage with the Joint Staff and mission partners. Write, and present issue papers and briefings related to national intelligence (systems, policy, requirements, current operations, et al).

3.3.1.4 Provide information technology expertise to maintain, advise on policy, and provide guidance in support of NRO IT systems throughout the Pentagon to include, but not limited to Joint Development Center – Pentagon (JDC-P), and NMIS (also referred as the GWAN).

**3.4 Provide Financial Management Support**

This paragraph addresses support to Business Plans and Operations, Resource Management's (BPO/RM) NRO/DSRP/MIP Group and DDMS.

**3.4.1 Advisory & Assessment - CAAS**

3.4.1.1 Assess NIP and NRO-MIP program trade-offs and explore alternative funding methods for available financial resources for the DDMS Comptroller's Office. Employ budget analysis to review financial requests.

3.4.1.2 Support trend analysis of past, present, and future NRO-MIP and DDMS budgets; and research financial and economic developments that impact program requirements and current budget request.

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3.4.1.3 Support development of NIP and NRO-MIP annual budget strategies for both internal budget analysis and the Congressional Budget process. Interface and coordinate NIP and NRO-MIP -related PPBS/CPBS taskings with DoD, Officer of the Director of National Intelligence, Community Management Staff (CMS), and other applicable offices. Ensure there are no conflicts between NIP and NRO-MIP priorities.

3.4.1.4 Provide support in the formulation of the NRO-MIP Program Objective Memorandum, Budget Estimate Submissions and Congressional Budget Justification (CBJ) inputs and the NIP Intelligence Program Objective Memorandum (IPOM), and Intelligence Budget Estimate Submissions (IBES), and Congressional Budget Justification Books (CJB). This shall include, but not be limited to, the drafting and editing of text for above documents and coordination across all applicable staff elements.

3.4.1.5 Support development of responses to Congressional interest areas (Questions For the Record (QFR), Congressionally Directed Actions (CDA), reclaims, etc) for NIP and NRO-MIP.

3.4.1.6 Provide support in requesting and monitoring supplemental funding (e.g. CT Supplemental, OSD Supplemental, Congressional Adds, Overguidance, etc).

**3.4.2 Analysis - CAAS**

3.4.2.1 Provide Management Control Plan (MCP) update review and lead MCP audit and verification. Analyze and provide process, procedure, and policy recommendations and assistance in correcting deficiencies that are identified as a result of the MCP process. Identify and correct the MCP-related policy and procedures that are needed for DDMS.

3.4.2.2 Provide cost estimation and economic analysis to assess the financial rationale and validity of initiatives proposed by DDMS groups, to include but not be limited to DDMS programs such as MERIT, CSI, AWE, etc. Provide the cost and economic analysis inputs for DDMS cost/benefit assessments and prioritizations conducted DDMS-wide and within individual DDMS groups.

**3.4.3 Finance Support – Non-CAAS**

3.4.3.1 Track FYDP funding requests and funding increases and deletions during separate (but related) Capabilities Programming and Budgeting System (CPBS) and Planning, Programming, and Budgeting System (PPBS) budget exercises. Track Director of National Intelligence (DNI) Decision Documents (DDD) and Program Decision Memorandums (PDMs) implementation.

3.4.3.2 Examine budget estimates or proposals for completeness, accuracy, and conformance with established procedures, regulations and DoD, NRO organizational objectives for NIP and NRO-MIP funded programs.

3.4.3.3 Support program manager coordination of funds from second and third parties to include discussing pricing with various parties and explaining to the customer how the

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funds will be handled. In addition, support the acceptance process of Funds From Others (FFO) within the DDMS Comptroller's office.

3.4.3.4 Provide full-spectrum procurement support. Provide the administrative support for the planning, executing, and tracking of Materiel Procurement actions. Support preparation of NRO Quarterly Program Reviews (QPR). Provide administrative support for the development of budget-year and future-year procurement spend plans. This support requires thorough knowledge of NRO Materiel Procurement policies, processes, and systems.

### **3.5 Provide Executive Operations Support**

These duties involve directly supporting the DDMS Front Office.

#### **3.5.1 Planning & Development Support – Non-CAAS**

3.5.1.1 Coordinate, staff, and track DDMS and other NRO actions, taskings, point papers, issue papers, and other DDMS decision memoranda between and among DDMS staff in multiple DDMS groups, as well as in other NRO directorates and offices (Ds/Os). Support DDMS action tasking and tracking through the establishment and maintenance of management information needed to keep all appropriate DDMS staff fully informed of the status of all DDMS actions and activities, including keeping DDMS administrative databases up to date.

3.5.1.2 Support the development of a DDMS master plan for official records.

3.5.1.3 Develop plans and conduct annual reviews. Act on behalf of DDMS Program Records Officer (PRO) with training opportunities and identification of Program Records Officers within each DDMS group.

3.5.1.4 Support the development and maintenance of an integrated DDMS master schedule that encompasses major NRO and relevant non-NRO milestones, activities, and events affecting the DDMS.

3.5.1.5 Support development of candidate DDMS goals, objectives, strategies, policies, schedules, resource plans and associated performance metrics, consistent with DDMS missions.

3.5.1.6 Support DDMS strategic planning activities to include the DDMS strategic plan and its synergy and synchronization with the NRO Strategic Goals and Objectives.

3.5.1.7 Support the development of strategic partnerships that are mutually beneficial to NRO, its mission partners, and its customers.

3.5.1.8 Support the development, coordination, and assessment of DDMS and associated NRO customer support plans to include execution of the plans.

3.5.1.9 Support the development and implementation of DDMS policy and directives.

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3.5.1.10 Support the development of metrics to evaluate the cost and operational effectiveness of DDMS support to the customer.

3.5.1.11 Identify essential records and information necessary for the continuity of operations, and compliance with appropriate directives concerning the retention, storage, and disposition of official records.

**3.5.2 Advisory - CAAS**

3.5.2.1 Advise the DDMS Front Office on Strategy and Policy Development.

3.5.2.2 Support DDMS assessment of organizational structures and develop organizational, procedural, and policy alternatives where needed to ensure that the DDMS organization is consistent with NRO goals, policy, plans and programs, that appropriate horizontal and vertical organizational relationships exist within the DDMS and are optimally utilized, and that the DDMS organization is consistent with the overall NRO and external environment.

3.5.2.3 Make recommendations regarding assignment and prioritization of actions within and assigned to DDMS, and support the development and coordination of DDMS responses.

3.5.2.4 Draft read-ahead point papers and supporting material for DDMS interactions and involvement in conferences, program reviews and quarterlies, flag-level/senior executive/intelligence service (SES/SIS) office calls, and other similar events.

3.5.2.5 Recommend and support the execution of practices to achieve effective communications with external DoD commands, national organizations, and related allied government agencies, including dissemination of information about DDMS products, services, and customer support accomplishments.

3.5.2.6 Extract significant events and salient management information to support the development and maintenance of strategic partnerships, customer relations, and the influence of senior decision makers on issues critical to DDMS and its customers.

3.5.2.7 Support the preparation of programmatic plans, white papers, briefings, and meeting agendas to enhance the relationship between DDMS and its customers, both external and internal to the NRO.

**3.5.3 Analysis & Reporting – Non-CAAS**

3.5.3.1 Conduct records inspections and report results.

**3.5.4 Support – Non-CAAS**

3.5.4.1 Provide administrative support to include building complex briefings with significant graphics content; tracking and staffing of memoranda and related written communications internal and external to DDMS; executive administration; travel

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documentation; correspondence and file maintenance; review and coordination of deliverables; and activities scheduling.

3.5.4.2 Conduct periodic reviews of all DDMS groups to identify the disposition of all records, regardless of format or medium. Draft a plan for detailing hard and soft copy retention, storage, and disposition of all official records.

3.5.4.3 Perform the administrative tasks required for responding to requests for official releases of Government information requested by external Government agencies or private individuals, i.e., official record message traffic, processing internal/external agency document reviews, Foreign Disclosure/Releaseability determinations, and support the Government in responding to requests for information under the Freedom of Information Act (FOIA).

3.5.4.4 Support the administrative development of a training plan that encompasses the handling, transfer, and destruction of records (all media types).

3.5.4.5 Perform general administrative duties associated with records management.

3.5.4.6 Organize and execute management initiatives (e.g., visits, outreach, planning and coordination, innovation initiatives, office morale status, customer feedback, metrics).

3.5.4.7 Support the development and maintenance of DDMS annual travel plans, including special events and after-action follow-up activities.

3.5.4.8 Visualization and Presentation of Information: Improve understanding of DDMS issues and insights by providing visualization of current and possible future NRO systems architectures and related CONOPS. Operate, maintain, and enhance visualization tools using historical data and real-time data feeds, such as the Director's Demonstration Tool (DDT). Create and present briefings on NRO capabilities, including orbital projections, spacecraft geographic coverage, and frequency coverage projections, at the unclassified through program levels at locations to include, but not limited to the Westfields Complex and the JDC-P.

3.5.4.9 In concert with the DDMS Front Office, plan, organize and execute protocol requirements associated with hosting other NRO, DoD, National, or International Agency VIPs during conferences, meetings, briefings, or related official social activity.

3.5.4.10 Support the planning and execution of VIP and group visits to the NRO and senior NRO visits to combatant commands, including internal and external read-ahead package preparation (e.g., briefings, white papers, staff summary sheets), and after-action reports.

**3.6 Provide Special Study Support. – CAAS/Non-CAAS**

The level of effort to fulfill this task will be negotiated on a case-by-case basis through the issuance of bilateral modifications [or task orders] to the contract.

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3.6.1 Provide additional support for special studies. Examples of special study support may include, but are not limited to, independent assessments of trends related to use of NRO systems data, assessments of emerging technologies of potential value to NRO customer support, and assessments of alternate approaches to organizational dynamics and structures.

3.6.2 Executive Advice to DDMS: Advise DDMS staff on planning and policy efforts to optimize DDMS contributions to the NRO mission. Access senior corporate executives, senior program managers, Government leaders, and world-class technical Subject Matter Experts to work in concert with the DDMS to identify, assess and formulate recommendations regarding future issues likely to confront the DDMS and DNRO. Areas of interest include but are not limited to system engineering best practices, acquisition strategies, technical trades, warfighting operations, and NRO/IC/DoD organizational coordination. Provide like forums for DDMS to offer fresh perspectives on key issues.

### 3.7 **Provide Program Management.** – Non-CAAS

Provide daily program management and oversight for all tasks and requirements associated with this contract. Ensure the smooth operation of the contract and delivery of all required support on-time and within budget. Ensure that all requirements of this contract are appropriately resourced, and make recommendations with respect to the reallocation of staff resources at the direction of the Government. Program management includes, but is not limited to: staffing plans, funds tracking and reporting, delivery of Contract Data Requirements List (CDRL) items, and daily resolution of contract issues.

## 4.0 Key Personnel

As part of contractor support under this SOW for the execution of DDMS mission, key contractor personnel are required to work full-time on-site in DDMS office space provided by the Government. Key contractor personnel under this SOW are:

- Program Manager
- Executive Operations Lead
- Customer/User Interface Lead
- Requirements Analysis Lead

4.1 **Program Manager** - The contractor shall provide an on-site program manager who shall be accountable for all task order support to DDMS under this SOW. The program manager shall have at least a graduate-level degree, or equivalent, relevant education/experience; and a minimum of seven years of program management experience and fifteen years of related work experience in areas similar to those in this SOW.

4.2 **Executive Operations Support Lead** - The contractor shall provide an on-site lead for all Executive Operations tasks and sub-tasks in Section 3.5 of the SOW. The Executive Operations lead shall have at least an undergraduate degree, or equivalent, relevant education/experience; a minimum of 10 years experience related to the tasks and sub-tasks of Section 3.5 of the SOW; a minimum of 8 years experience with the NRO systems.

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**4.3 User Engagement Support Lead** - The contractor shall provide an on-site lead for all user engagement and customer interface tasks and sub-tasks in Section 3.1 of the SOW. The Customer/User Interface lead shall have at least an undergraduate degree, or equivalent, relevant education/experience; a minimum of 10 years of experience related to the tasks and sub-tasks of Section 3.1 of the SOW; and a minimum of 5 years experience with NRO systems

**4.4 Requirements Analysis Support Lead** - The contractor shall provide an on-site lead for all Requirements Analysis tasks and sub-tasks in Section 3.2 of the SOW. The Requirements Analysis lead shall have at least an undergraduate degree, or equivalent, relevant education/experience; a minimum of 10 years of experience related to the tasks and sub-tasks of Section 3.2 of the SOW; and a minimum of 5 years experience in the area of resource management.

**5.0 Deliverables** - Deliverables required per this SOW shall be in accordance with the CDRL. There are no hardware or software deliverables for this effort.

**6.0 Special Considerations**

**6.1 Place of Performance/Government-Provided Facilities and Support** - Performance of this effort shall take place on-site in Government facilities at NRO Headquarters (Westfields complex), the Pentagon, and other locations in the National Capitol Region. These facilities will provide office space, computer resources, and telecommunications equipment (commercial/secure telephones, fax machines) to support the on-site contractor personnel.

**6.2 Security** - The contractor shall provide personnel who are TS/SCI cleared with an SSBI in accordance with the NRO Security Manual and DCID 6/4 Personnel Security Standards. In addition, the contractor's staff shall be familiar with the security policies governing DoD non-SCI collateral material per the National Industrial Security Program Operating Manual.

**6.3 Travel** - At the direction of the Government, members of the contractor's team will be required to travel to locations worldwide, which may include locations and facilities where user operations are occurring, in support of SOW requirements. Contractor travel is to be arranged through the contractor's home office. Contractor travel requests must conform to Federal Travel Regulations, DDMS and other NRO policies regarding domestic and foreign locations and "harm's way." The COTR must approve all travel prior to departure.

**6.4. Computer Skills** - Proficiency in Microsoft Office software applications (Word, Excel, PowerPoint, etc) is required at a minimum. Proficiency in other project planning and database applications is highly desired.

**6.5 Government-Furnished Equipment** - All government provided equipment must be properly accounted for.

**6.6 Shift Work/Extended Hours/Extended Work Week** - At the direction of the Government, members of the contractor's team may be required to work non-standard and extended hours, primarily in support of the requirements of Sections 3.1 and 3.4. However, the

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general work week will be Monday through Friday from 0730 to 1600. Some flexibility may be coordinated with the Government office.

Appendix A – Acronyms & Abbreviations

AWE	Advanced Warfighting Experiments
CAAS	Contractor Advisory and Assistance Services
CBJB	Congressional Budget Justification Book
CDRL	Contract Data Requirements List
CIA	Central Intelligence Agency
CJB	Congressional Justification Book
COTR	Contracting Officer's Technical Representative
CPBS	Capabilities Programming and Budgeting System
CSI	Combat Systems Integration
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance
DCID	Director, Central Intelligence Directive
DDMS	Deputy Director for Mission Support
DHS	Department of Homeland Security
DIA	Defense Intelligence Agency
DDD	DNI Decision Document
DNI	Director of National Intelligence
DNRO	Director, National Reconnaissance Office
DoD	Department of Defense
DSRP	Defense Space Reconnaissance Program
EIT	Electronic and Information Technology
FAR	Federal Acquisition Regulations
FFO	Funds from Others
FMFIA	Federal Managers' Financial Integrity Act
FOIA	Freedom of Information Act
FTE	Full-Time Equivalent
FYDP	Future Years Defense Plan
GFE	Government Furnished Equipment
GWAN	Government Wide Area Network
IBES	Intelligence Budget Estimate Submission
IC	Intelligence Community
IPOM	Intelligence Program Objective Memorandum
MCP	Management Control Plan
MERIT	Military Exploitation of Reconnaissance and Intelligence Technology
MIP	Military Intelligence Program
MNS	Mission Need Statement
MRB	Mission Requirements Board
NCS	National Clandestine Service
NDA	Non-Disclosure Agreement
NGA	National Geospatial-Intelligence Agency

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NICB	National Intelligence Collection Board
NMIS	NRO Management Information System
NRO	National Reconnaissance Office
NROC	National Reconnaissance Operations Center
NIP	National Intelligence Program
NSA	National Security Agency
NTN	National to Tactical Networks
OCI	Organizational Conflict of Interest
ORD	Operational Requirements Documents
PDM	Program Decision Memorandums
POM	Program Objective Memorandum
PPBS	Planning, Programming, and Budgeting System
PRO	Program Records Officer
SES	Senior Executive Service
SIS	Senior Intelligence Service
SME	Subject Matter Expert
SOW	Statement of Work
tDSR	Tactical Defense Satellite Reconnaissance
USD(I)	Under Secretary of Defense for Intelligence
USSTRATCOM	United States Strategic Command
WMD	Weapons of Mass Destruction

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~~UNCLASSIFIED//FOR OFFICIAL USE ONLY~~STATEMENT OF WORK  
CubeSat Mission Area Studies

1 Aug 2011

## (U) 1.0 SCOPE:

(U//~~FOUO~~) This Statement of Work describes the objectives, tasks, and period of performance for the CubeSat Mission Studies activity. The findings will inform and enable MSD (b)(3) 10 U.S.C. 424 to conduct relevant demonstrations, direct future investments, and maintain the NRO (b)(3) 10 U.S.C. 424 role as a driving force in CubeSat demonstrations, mission development, and required technology developments.

## (U) 2.0 BACKGROUND:

(U) The National Reconnaissance Office / Mission Support Directorate (b)(3) 10 U.S.C. 424 is the NRO lead for development of nano-satellite (CubeSat) capabilities. The (b)(3) 10 U.S.C. 424 implements or facilitates almost all aspects of CubeSat satellite, ground system, and launch planning for the NRO. This statement of work (SOW) defines and documents, tasks, and deliverables in support of early stage project implementation and operations within the (b)(3) 10 U.S.C. 424

(U//~~FOUO~~) 3.0 Tasks.

(U) Provide comprehensive, structured, reports in the following areas to connect current and emerging CubeSat opportunities to capabilities that advantage MSD customers.

- Gather technical and programmatic lessons learned from prior and on-going CubeSat rideshare launches, and **generate a consolidated launch processing checklist for future CubeSat rideshares on NRO, STP, NASA, ORS, and commercial launches.** The NRO has invested in the Aft-Bulkhead Carrier coupled with the NPSCul 8 P-POD dispenser, however individual CubeSats, collective testing, NRO OSL, the NRO launch customer, the launch Prime contractor, and Western Range Safety are all still reviewing and commenting on the processing and documentation required to support flight of the CubeSats. Capturing information to identify and facilitate future ABC, and other NRO launch opportunities, is a key factor in MSD's long term goals for CubeSats.
- Plans are in work with other launch providers and U.S. government and commercial missions that represent necessary capacity for varied mission profiles of IC relevance. **Generate, and update bi-annually, a report on planned launch activity (orbit, staging events, secondary capacity) and correlate with MSD's mission interests to identify those opportunities that MSD could most effectively make use of.**
- CubeSat technologies are evolving rapidly in both classified and unclassified environments. Identifying technology with the potential to satisfy MSD's customers requires dedicated time and effort. **Conduct a complete review of market capability in key areas identified by the (b)(3) 10 U.S.C. 424 every 6 months** – expect the areas to change as MSD attempts to satisfy different requirements. Initial effort should be

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focused on: (b)(3) 10 U.S.C. 424

(b)(3) 10 U.S.C. 424

- **Provide recurring technical review and assessment of development activities being executed by MSD, and other projects of relevance to MSD.** Advise on issues related to application of prior CubeSat work, technical feasibility and applicability in light of knowledge gathered during the course of other projects.

**Clearance:** Current TS/SCI

(U//~~FOUO~~) 4.0 Period of Performance: The period of performance will begin upon receipt of funds (approximately 1 Oct 2011) and run through 30 September 2012.

(U) 5. Point of Contact:

(b)(3) 10 U.S.C. 424

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**(U) STATEMENT OF WORK  
GREENSPIRE Contract for ISAF Support**

1 August 2010

**1.0 (U) Background**

(U) The Office of Director of National Intelligence (ODNI) Integrated Collection Management (ICM) requires <sup>(b)(3)</sup>~~(S)~~ mid-level full-time equivalent (FTE) contractor to support the development and implementation of Project Allied Collaborative Collection Requirements Unified Environment (ACCRUE).

**2.0 (U) Scope**

(U) ~~(S//TK)~~ The scope of services will assist the Government Customer in meeting their technical and strategic objectives. The support will be tailored to the specific day-to-day needs of the Government Customer in order to provide the technical expertise required to support the International Security Assistance Force (ISAF) operations.

**3.0 (U) Task Description**

- 3.1 (U) The Contractor shall provide the ODNI ICM a single Lead or Point of Contact for all program management and technical matters. The Contractor Leader shall be responsible for ensuring effective execution of all tasks, providing periodic financial and technical status, maintaining compliance with policies, procedures, and guidelines set forth by the Government Customer, and providing Contractor personnel with the appropriate expertise and security clearances.
- 3.2 (U) The contractor shall provide <sup>(b)(3)</sup>~~(S)~~ mid-level FTE to support the ODNI ICM Program as Project Manager (PM) for Project ACCRUE. This includes:
  - 3.2.1 (U) Serve as the primary point of contact for Project ACCRUE status, progress, and forecasts of activities; establish and maintain formal processes for interacting with internal and external Project ACCRUE stakeholders to deliver, sustain, and continuously evolve unified multi-INT ISR operations capabilities to CENTCOM and ISAF customers
  - 3.2.2 Develop, implement, and manage a prioritization process that uses real-world intelligence use cases as the basis for developing and demonstrating agile operations, mission process and technology enhancements to enable unified multi-INT CRM, COM, and MEM operations
  - 3.2.3 Establish, implement, and manage a Limited Operations Evaluation (LOE) process to demonstrate the utility of the combination of selected work roles, mission processes, and

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- technologies in satisfying DoD authority needs for a scalable, adaptable and relevant ISR collection management capability for U.S. and coalition forces
- 3.2.4 Create, implement, and manage process for the Community to request changes to the unified multi-INT CRM, COM, and MEM process during agile development phases of Project ACCRUE to incorporate user feedback to accelerate improvements in process and technology enhancements; ensure increasing numbers of use cases are integral to successive LOE's to demonstrate scalability and increased mission capacity
  - 3.2.5 Establish and implement a process for managing formal and informal communications processes among Project ACCRUE leads and Community partners to distribute information and manage stakeholder interests and concerns in a timely manner
  - 3.2.6 Develop and implement configuration management standards and processes to monitor and control the scope and quality of Project ACCRUE activities
  - 3.2.7 Create and maintain project reports and briefings to address all aspects of the project as required by ACCRUE stakeholders; make recommendations as appropriate to address project elaboration to manage change and risks introduced by factors to include, but not limited to cost, policy, security, mission priority, and stakeholder engagement
  - 3.2.8 Lead and manage formal Project ACCRUE forums (e.g., working groups, Integrated Project Teams) as required
  - 3.2.9 Support the PID in developing and submitting information to finance managers concerning budget execution and out-year funding requirements supporting personnel and material resources to support risk management and scheduling initiatives
  - 3.2.10 Brief Project ACCRUE stakeholders and Community partners as required
  - 3.2.11 Perform other duties as assigned
- 3.3 (U) The contractor shall provide (b)(3) mid-level FTE to support the ODNI ICM Program as Program Integration Manager (PIM) for Project ACCRUE. This includes:
- 3.3.1 Support ICM Program Integration segment risk management and scheduling management activities in accordance with Program Management Institute standards; work with and serve as the Risk Management point of contact and Master Scheduler for Project ACCRUE and related activities
  - 3.3.2 Develop taxonomies, methods, and tools to identify, analyze, and assess risks objectively and consistently; work with managers in the ICM Program Management, DIOCC, and JDISS/JPO to develop and implement risk management practices as part of their day-to-day regimen

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- 3.3.3 Develop and employ formal processes for interacting with internal and external stakeholders responsible for program management, program integration, operations, and technology activities to ensure managers understand and address risk and scheduling constraints as required to achieve Project ACCRUE objectives
- 3.3.4 Support team members on initiatives that address their risk postures by standardizing and streamlining risk identification, risk analysis, risk response, and risk monitoring processes
- 3.3.5 Develop metrics to demonstrate current risks and changes in risk status after implementing risk response strategies
- 3.3.6 Recommend changes, when appropriate, to Project ACCRUE priorities, objectives, and operational practices as potential options to manage and respond to specific risk; coordinate with ACCRUE stakeholders to justify and communicate risk response recommendations and anticipated outcomes to ensure integrity of approach
- 3.3.7 Work with IC and DoD partners in staff functions responsible for scheduling activities that are interdependent with ACCRUE activities to ensure appropriate allocation of resources over time to achieve multi-agency, multi-INT ISR operations objectives; coordinate and offer recommendations to remedy scheduling conflicts or requirements for adjustments with appropriate stakeholders
- 3.3.8 Support ACCURE working groups as required to foster Community stakeholder engagement and continually enhance the Project team's ability to manage scope, risk, and schedule based on available personnel, funding, and resource constraints
- 3.3.9 Create and maintain risk management reports and briefings as required; lead outreach efforts to distribute information and manage stakeholder issues and recommendations concerning scheduling constraints and risk response actions
- 3.3.10 Use collaborative tools (e.g., Jabber, Collaborative Collection Work Environment) and methods in leading or participating with IC and DoD partners in the execution of risk management and master scheduling activities
- 3.3.11 Support the PID in developing and submitting information to finance managers concerning budget execution and out-year funding requirements supporting personnel and material resources to support risk management and scheduling initiatives
- 3.3.12 Create and maintain tailored reports and briefings that define current status, progress, and forecasts of risk analysis, risk strategies, risk response actions, and master schedule of Project ACCRUE activities as required in support of internal and external stakeholder needs
- 3.3.13 Brief Project ACCRUE stakeholders and Community partners as required

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**3.3.14 Perform other duties as assigned**

- 3.4 (U) The contractor shall provide **(b)(3) USC** mid-level FTE to support the ODNI ICM Program as Systems Integration Managers (SIM) for Project ACCRUE. This includes:

- 3.4.1 Serve as the primary points of contact for Project ACCRUE status, progress, and forecasts of technology activities; establish and maintain formal processes for interacting with internal and external Project ACCRUE stakeholders to deliver, sustain, and continuously evolve unified multi-INT ISR automation capabilities to CENTCOM and ISAF customers
- 3.4.2 Establish, implement, and manage a LOE agile development process utilizing best commercial practices for coordination of LOE demonstrations; devise and employ quality assurance and quality control processes that ensure systems compliance with applicable DoD and IC standards and policies.
- 3.4.3 Create, implement, and manage process for the Community to request changes to the automation services provided the ACCRUE suite of technology components that enable unified multi-INT CRM, COM, and MEM; incorporate user feedback during agile development phases to accelerate improvements in technology enhancements; ensure increasing numbers of use cases are integral to successive LOE's to demonstrate scalability and increased mission capacity.
- 3.4.4 Establish, implement, and manage an LOE process to demonstrate the utility of the combination of selected technologies in satisfying DoD authority needs for a scalable, adaptable and relevant ISR collection management capability for U.S. and coalition forces
- 3.4.5 Create and implement a process for managing formal and informal communications processes among Project ACCRUE managers and Community partners to distribute information and manage stakeholder interests and concerns in a timely manner
- 3.4.6 Develop and implement configuration management standards and processes to monitor and control the scope and quality of Project ACCRUE technology activities
- 3.4.7 Create and maintain project reports and briefings to address all technology aspects of the project as required by ACCRUE stakeholders; make recommendations as appropriate to address project elaboration to manage change and risks introduced by factors to include, but not limited to cost, policy, security, systems operability, and stakeholder engagement.
- 3.4.8 Lead and manage formal Project ACCRUE technology forums (e.g., working groups, Integrated Project Teams) as required
- 3.4.9 Support the TD in developing and submitting information to finance managers concerning budget execution and out-year

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- funding requirements supporting personnel and material resources to support ACCRUE technology initiatives
- 3.4.10 Lead initial research activities into existing and emerging technologies across the DoD and IC to foster planning for the evolution of the ACCRUE technology suite and expansion of services to serve other DoD and IC Community partners; prepare narratives and briefings containing findings and present recommendations to ACCRUE stakeholders.
  - 3.4.11 Brief Project ACCRUE stakeholders and Community partners as required
  - 3.4.12 Perform other duties as assigned
- 3.5 (U) The contractor shall provide (b) (3) U.S.C. 424 mid-level FTE to support the ODNI ICM Program as Training Managers (TM) for Project ACCRUE. This includes:
- 3.5.1 Support ICM Program Integration segment staff functions to define, maintain, and evolve Project ACCRUE training operations standards to effect synergies among INT-specific and multi-INT professionals; work with ACCRUE stakeholders to apply and ensure compliance with training standards
  - 3.5.2 Develop and coordinate the necessary briefings and training materials that support the implementation and evolution of Project ACCRUE concepts of operations, standard operating procedures, and other implementing governance
  - 3.5.3 Support the development and management of a comprehensive training program that identifies, introduces, instructs, and evaluates the Community's work force responsible for conducting unified CRM, COM, and MEM operations
  - 3.5.4 Support the development and implementation of a series of agile field training courses that provide tailored instruction to distinct actors in ACCRUE operations; manage and administer existing courses to internal and external stakeholders to achieve project objectives; introduce and administer new courses as required by ICM Program, DIOCC, and JDISS JPO project leads
  - 3.5.5 Work with IC and DoD academic institutions responsible for administering formal classroom and distributed learning programs supporting unified multi-INT ISR operations, information sharing, and collaboration; introduce and instantiate ACCRUE capabilities into curricula in a manner that tailors the instruction to the audience that each institution serves
  - 3.5.6 Support the development, implementation, and management of formal certification and evaluation program to establish objective standards and credentials for all INT-specific and multi-INT personnel responsible for unified CRM, COM, and MEM operations; develop and implement qualification and proficiency standards for positions to include DIOCC and COCOM

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- Collection Strategists, ICM Operations Managers, ICM CCS Coordinators, and COCOM Integrated Collection Managers
- 3.5.7 Research and recommend a plan to incorporate tailored ICM training and evaluation standards into mission partner INT-specific tradecraft and training programs; initiate and lead efforts with IC and DoD tradecraft and training partners to identify and implement changes to formal and on-the-job-training (OJT) programs to equip INT-specific professionals serving customers, collection, production, and assessment work roles with knowledge, tools, and qualification standards to conduct ACCRUE operations.
- 3.5.8 Work with internal and external stakeholders across the Community to develop, sustain, and evolve training processes in accordance with the schedule and scope defined Project ACCRUE leads
- 3.5.9 Work with the DIOCC and National Intelligence Coordination Center managers to implement and evolve professionalization standards and practices for INT-specific and multi-INT work role competencies comprising the unified CRM, COM, and MEM tradecraft
- 3.5.10 Work with and serve as the training points of contact to Project ACCRUE stakeholders ICM stakeholders to provide status and address issues, concerns, and recommendations on current and future work force training and certification standards
- 3.5.11 Work with IC and DoD partners in staff functions responsible for managing training and certification processes affecting CRM, COM, and MEM work roles; identify, define, and submit training requirements to drive the development of training standards and tradecraft curricula to sustain a work force capable of conducting multi-INT ISR operations
- 3.5.12 Develop and employ formal processes for interacting with ICM managers responsible for program management, mission process, operations, and technology activities to ensure managers understand and address training opportunities and challenges as required to achieve Project ACCRUE objectives
- 3.5.13 Establish and manage formal dialogue with IC and DoD training managers responsible for INT-specific and multi-INT components of ACCRUE operations; ensure formal and informal training materials address work roles responsible for conducting all phases of operations processes and corresponding processes among Community partners
- 3.5.14 Create and maintain reports, briefings, and assessments on ACCRUE training activities as required; lead outreach efforts to distribute information and manage stakeholder issues and recommendations concerning training initiatives.

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- 3.5.15 Use collaborative tools (e.g., Jabber, Collaborative Collection Work Environment) and methods in leading or participating with IC partners in the execution of ACCRUE training activities
- 3.5.16 Support the PID in developing and submitting information to finance managers concerning budget execution and out-year funding requirements for training and tradecraft activities
- 3.5.17 Brief Project ACCRUE, ICM Program stakeholders and Community partners as required
- 3.5.18 Perform other duties as assigned

3.6 (U) The Contractor shall manage, monitor, control and report contract financial status in a monthly financial status report that includes, but is not limited to, planned labor hour and dollar expenditures by month for the contract period of performance, actual expenditures by month, estimated monthly expenditures from the report date through contract completion, and estimate of total expenditures at completion.

3.7 (U) The Contractor shall engage in local and out-of-area travel as required, but only with the approval of the Government Customer and the concurrence of the Program Manager.

**4.0 (U) Period of Performance (POP)**

- (U) Period of Performance:
  - (U) Labor: 1 October 2010 through 30 September 2011.
  - (U) Travel and ODCs: 1 October 2010 through 30 September 2011.

**5.0 (U) Deliverables**

5.1 (U) The PM is responsible for the following deliverables:

- 5.1.1 Project ACCRUE documentation and briefings
- 5.1.2 Progress, status, and forecast reports and briefings
- 5.1.3 Oversight and development of Project ACCRUE governance (e.g., Concept of Operations (CONOP), Standard Operating Procedures (SOP), Work Breakdown Structure (WBS), Communications Plan)).
- 5.1.4 Integration and intelligence reform activities (reporting on concept demonstrations, assessment conferences, and process improvement fora)
- 5.1.5 Monthly Progress Reports to the ICM Program Manager showing the following: financial status (standard hours and financial data); major accomplishments; and concerns/ issues
- 5.1.6 Lessons learned, recommendations, trip reports, etc., as required
- 5.1.7 Briefings support on related activities as required

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- 5.1.8 Narrative reports and briefings as required
- 5.1.9 Travel as required
- 5.1.10 Weekly Activity Report on significant items
- 5.2 (U) The PIM is responsible for the following deliverables:
  - 5.2.1 Risk Management and Master Schedule documentation and briefings
  - 5.2.2 Progress, status, and forecast reports and briefings
  - 5.2.3 Narrative input to Project ACCRUE governance (e.g., Concept of Operations (CONOP), Standard Operating Procedures (SOP), Work Breakdown Structure (WBS), Communications Plan)).
  - 5.2.4 Integration and intelligence reform activities (reporting on concept demonstrations, assessment conferences, and process improvement fora)
  - 5.2.5 Monthly Progress Reports to the ICM Program Manager showing the following: financial status (standard hours and financial data); major accomplishments; and concerns/ issues
  - 5.2.6 Lessons learned, recommendations, trip reports, etc., as required
  - 5.2.7 Briefings support on related activities as required
  - 5.2.8 Narrative reports and briefings as required
  - 5.2.9 Travel as required
  - 5.2.10 Weekly Activity Report on significant items
- 5.3 (U) The PIM is responsible for the following deliverables:
  - 5.3.1 Training packages and instruments
  - 5.3.2 Job Quality Standards and certification examinations
  - 5.3.3 Narrative input to Project ACCRUE governance for training and tradecraft (e.g., Concept of Operations (CONOP), Standard Operating Procedures (SOP), Work Breakdown Structure (WBS), Communications Plan)).
  - 5.3.4 Training process reports of status, progress, and forecasts
  - 5.3.5 Integration and intelligence reform activities (reporting on concept demonstrations, training, and tradecraft fora)
  - 5.3.6 Monthly Progress Reports to the ICM Program Manager showing the following: Financial status (standard hours and financial data); Major accomplishments; and Concerns/ Issues
  - 5.3.7 Lessons learned, recommendations, trip reports, etc. from appropriate demonstrations, prototypes, etc. as required
  - 5.3.8 Briefings support as required
  - 5.3.9 Narrative reports as required
  - 5.3.10 Travel as required
  - 5.3.11 Weekly Activity Report on significant items
  - 5.3.12

**6.0 (U) Security Requirements****UNCLASSIFIED**

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(U) The contract shall be conducted at the TS/SCI security level. The Contractor personnel supporting this activity shall possess the appropriate Government security accesses required to perform the tasks with a current Counter-Intelligence polygraph.

**7.0 (U) Other Requirements**

(U) The The work administered under this task will be completed primarily at two government facilities in Washington D.C. and Northern Virginia but work will be required at other partner sites. The contractor will be required to sign non-disclosure agreements.

(U) The Contractor shall sign and abide by the Organizational Conflict of Interest (OCI) and Non-Disclosure Agreements (NDA) as required for performance of the tasks.

(U) The Government Customer will have unlimited rights to ownership to all design concepts, designs, and data produced under this contract.

(U) The Government Customer will have unlimited rights to ownership to all hardware/software purchased or developed by the Contractor under this contract, to include the source code, executable code, and operating procedures.

(U) The Contractor shall not purchase or lease hardware/software with contract funds without written authorization from the PM.

**8.0 (U) Other Direct Costs (ODCs)**

(U) Travel to appropriate intelligence community sites, training venues, exercises, demonstrations, etc. is required, within the Washington, D.C. metro area, as the government deems necessary. Occasional CONUS and OCONUS travel (three trips per FTE during the period of performance) outside the Washington D.C. metro area will be required.

(U) The Contractor shall specify assumptions and cost, if any, for office facilities to perform the tasks under this SOW.

**9.0 (U) Level of Effort (LOE) and Labor Categories**

(U) The total Level of Effort (LOE) shall not exceed (b) (5) DPP FTEs throughout the Period of Performance (POP).

(U) The proposed LOE and labor categories, and the justification for each, shall be included in the Contractor's proposal (i.e., basis of estimate).

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## STATEMENT OF WORK

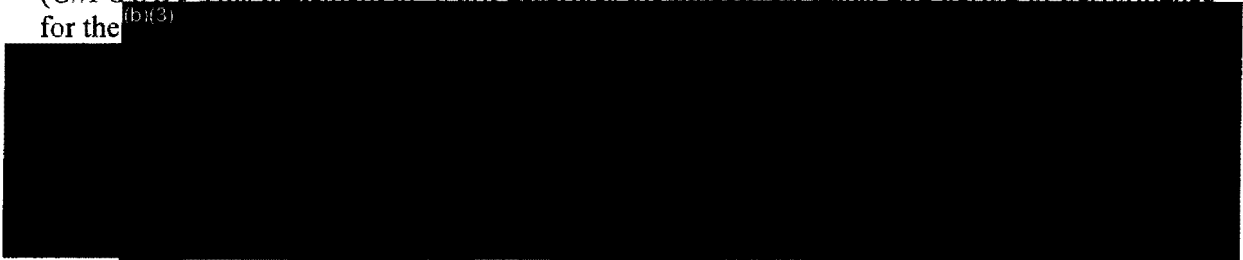
(b)(3)

SETA Support

27 July 2010

## (U) 1.0 SCOPE:

(U//FOUO) This Statement of Work describes the objectives, tasks, and period of performance for the (b)(3)



## (U) 2.0 BACKGROUND:

(U//FOUO) (b)(3)



central to this effort is SETA support.

## (U//FOUO) 3.0 Tasks.

(U) Provide support to the government lead for the (b)(3) support management of:

(b)(3)

(b)(1), (4), (b)(3)

DECL ON: 20340618  
DRV FROM: NCG 6.0 21 May 2005

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(b)(1);1.4c. (b)(1);1.4g. (b)(3)

(b)(3)

(U//~~FOUO~~) The contractor will assist the government in operationalizing solutions that are part of (b)(3). When applicable, contractor will lead development of Tactics, Techniques, Procedures (TTPs) culminating in concepts of operations (CONOP) development and implementation to take advantage of new (b)(3). The goal will be to maximize utilization of existing NTM infrastructure.

(U//~~FOUO~~) The contractor will deliver written and verbal status reports on tool development, integration efforts, and documented TTPs and written CONOPs. Products will be tailored for information sharing through electronic systems and live presentations.

(U//~~FOUO~~) The contractor shall design, plan, and coordinate tests and experiments involving current and developmental intelligence capabilities and employment strategies to address user needs / capability gaps. The contractor shall help organize, lead, and coordinate a multi-agency team to collaboratively accomplish needed tests. Test events will help establish the performance of (b)(3) optimum employment strategies, and intelligence processes needed to detect, track, and identify key target signatures in various phases of the lifecycle.

(U//~~FOUO~~) The contractor shall design the tests with the following three strategic purposes in mind:

- Identify meaningfully-performing capabilities that can quickly be transitioned into operation in a matter of weeks or months.

(b)(3)

- Provide technical and operational performance information to shape intelligence architectures and programs.

(U//~~FOUO~~) The contractor shall facilitate the maximum possible level of information sharing among test participants by organizing conferences and reviews, and distributing materials made available for sharing through on-line sharing portals and email systems. The contractor will deliver written and graphical products describing test concepts, scenarios, technical plans, coordination plans, conference agendas and after-action reports. All products will be tailored for information sharing through electronic systems and live presentations.

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DRV FROM: NCG 6.0 21 May 2005

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~~TOP SECRET//TK//RSEN//NOFORN~~

(U//~~FOUO~~) The contractor shall conduct and coordinate analysis of results of the tests and conducted experiments. The contractor shall assess the lessons learned from the overall test planning, coordination, and execution processes and recommend improvements and approaches for future test events.

(U//~~FOUO~~) The contractor will deliver written and graphical products describing the analysis assessment of test results, as well as overall lessons learned and recommendations applicable to future test events. All products will be tailored for information sharing through electronic systems and live presentations.

(U//~~FOUO~~) Overall reporting requirement: each individual providing services spelled out in this SOW will provide a written weekly (e-mail) activity report (b)(3) with courtesy copy to Greenspire deputy PM and others as identified in the future. E-mail will provide a short update on activities that took place during the week, and planned activities for the next week. In addition, each individual will provide a monthly consolidated activity report due on the 1<sup>st</sup> week of each month to (b)(3) with courtesy copy to Greenspire deputy PM.

(U//~~FOUO~~) 4.0 Period of Performance: The period of performance will begin upon receipt of funds (approximately 1 Oct 2010) and run through 30 September 2011.

(U) 5. Point of Contact:

(b)(3)

14675 Lee Road  
Chantilly, Virginia 20151

(b)(3)

DECL ON: 20340618  
DRV FROM: NCG 6.0 21 May 2005

~~TOP SECRET//TK//RSEN//NOFORN~~

June 15, 2011

**STATEMENT OF WORK (SOW)****for the****Mission Support Directorate (b)(3) Support**

(U) This Statement of Work (SOW) addresses all technical and management task requirements, reports and documentation to be delivered, and program reviews to be conducted for the National Reconnaissance Office (NRO) Mission Support Directorate (MSD) (b)(3) support initiative.

**1.1 Background:**

(U//~~FOUO~~) MSD provides a wide variety of support and capabilities to Intelligence Community (IC) and military customers worldwide. (b)(3) 10 U.S.C. 424

**1.2 Scope of Effort****1.2.1 (U//~~FOUO~~) Purpose:**

(b)(3) 10 U.S.C. 424

**1.2.2 (U) Period of performance:**

MSD will provide integration support to include on-site installation and integration and on-site analysis support during the period of performance.

Period	Period of Performance	Amount
Base (12 Months)	July 20, 2011 - July 19, 2012	(b)(3) 10 U.S.C. 424
Option 1 (12 Months)	July 20, 2012 - July 19, 2013	
Total		

### 1.2.3 (U) Place of Performance:

The place of performance is (b)(3) 10 U.S.C. 424

### 1.2.4 (U) Security:

The Servicing Agency (NRO) security classification system meets (b)(3) standards in accordance with FAR 17.502-1(a)(1)(iii). The Servicing Agency classified information sensitive compartmented information and collateral will be controlled in accordance with the NRO Security Manual for Government and Industry, Version 2.0, dated 25 September 2007; the NRO Classification Guide, Version 6.0, dated 21 May 2005; Intelligence Community Directive Number 503 (Intelligence Community Information Technology Systems Security Risk Management, Certification and Accreditation) effective 15 September 2008; and any Requesting Agency/Servicing Agency Co-Use Agreements. All data and reports will be provided at the appropriate security classification level. All funding identified for this effort is considered sensitive.

### 1.2.5 (U//~~FOUO~~) Tasks:

1. The contractor shall support the establishment and maintenance of a collaborative environment utilizing state of the art collaborative systems and tools across all classification domains.
2. The contractor shall support the integration of intelligence, information (b)(3) 10 U.S.C. 424
3. The contractor shall support the enhancement of (b)(3) 10 U.S.C. 424
4. The contractor shall support the effective use and integration of analytical tools
5. The contractor shall surface decision points for (b)(3) 10 U.S.C. leadership and its stakeholders on IT systems acquisition and integration
6. The Contractor shall as required, manage certain aspects of projects and programs for government team leads
7. The contractor shall provide analytical support to (b)(3) 10 U.S.C. intelligence activities.
8. Contractor shall interact with (b)(3) 10 U.S.C. 424 personnel to establish required geospatial/temporal data sources, hardware and software suitability and evolving activity workflows.
9. Contractor shall interface with (b)(3) 10 U.S.C. 424 leadership for technical discussions and requirements evaluation.
10. The contractor shall recommend end-to-end systems integration to include (b)(3) 10 U.S.C. 424  
Additional tasks include the evaluation of multi-INT data sources in support of (b)(3) 10 U.S.C. 424
11. Contractor shall recommend necessary software/hardware, subsequent prototyping, and (b)(3) 10 U.S.C. operations support activities.
12. Contractor shall evaluate available (b)(3) 10 U.S.C. 424 to include the ability to

present multi-INT information on either system. Contractor shall investigate available developer and vendor solutions.

13. Contractor shall recommend a proposed solution that demonstrates end to end system functionality to include (b)(3) 10 U.S.C. 424 (b)(3) 10 U.S.C. 424 and support subsequent analysis of the system output as required by the customer.
14. Contractor shall advise the government on development of Concepts of Operations (CONOPS) and training materials in support of the (b)(3) 10 U.S.C. mission for all integrated QRC data sources and capabilities.
15. Contractor shall advise on the development of plan for full data and capabilities integration including integration with centers (b)(3) 10 U.S.C. 424
16. Contractor shall advise on the integration of delivered capabilities into (b)(3) 10 U.S.C. upon government-approval of integration plan.
17. Contractor shall investigate and document automation and necessary algorithm development to support automation of delivered capabilities in support of (b)(3) 10 U.S.C. workflows.
18. Contractor shall evaluate the final detailed CONOPS incorporating (b)(3) 10 U.S.C. analytic techniques and workflows.
19. Contractor shall recommend incorporation of additional data sets as determined by (b)(3) 10 U.S.C. customer.
20. Contractor shall investigate integration of Intelligence Community data which will support the (b)(3) 10 U.S.C. mission and implement allowable security and data access provisions

#### 1.2.6 (U) Deliverables:

- Documented results of automation and algorithm investigation. Recommendations will include a description of all solutions evaluated and basis for final recommendation.

#### 1.2.7 Other direct charges and travel:

- Contractor team shall travel to (b)(3) 10 U.S.C. for site survey and for installation/prototyping activities.
- Contractor shall travel as required for PMRs and any other customer requested meetings.

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# **SCEPTER**

## **STATEMENT OF WORK**

### **FOR**

## **MANAGEMENT SERVICES AND OPERATIONS**

## **(MS&O) ENABLING CONTRACT**

**07 November 2012 – Revision 20**

(This document consists of 46 pages including this cover page)

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REVISION	Date	Sections Affected	REMARKS
1	10 Dec 07	4.1.1	Descope Position
1	10Dec 07	4.2.4	Descope Position
1	10Dec07	4.9	Decrease funding of Special Projects
2	15Jan 08	4.5.1.2	Adding additional responsibilities language to support transformation
2	15Jan 08	4.1.3.4	Additional FTE Support
2	15Jan 08	4.1.7.4	Additional FTE Support
3	14Feb 08	4.6.2	Correct verbage to requirement
4	8 May 08	4.1.1.3	Change in Requirements for Six Sigma/Lean Language
4	8 May 08	4.2.4	Reduce Strategic Planning Support
4	8 May 08	4.1.3.4	Create full FTE position for Architect Support
4	8 May 08	4.1.2.4	Reduce Business Process Mapping Support
4	8 May 08	4.1.4.4	Reduce Conifguration Mgt Support
4	8 May 08	4.1.6.4	Reduce Master Scheduler Support
4	8 May 08	4.1.7.4	Descope Portfolio Mgt Support
4	8 May 08	4.1.9.4	Descope Requirements Mgt Support
5	01 Dec 08	3.1	Update Key Personnel total
5	01 Dec 08	4.1.3.4	Descope Architecture Support
5	01 Dec 08	4.2.4	Increasing the MS&O Strategic Planning Support
5	01 Dec 08	4.3.1, 4.3.2	Remove Climate Survey Support language
5	01 Dec 08	4.3.3	Reduce ODNI Survey Support
5	01 Dec 08	4.4.4	Reduce Strategic Communications Support
5	01 Dec 08	4.4.4	Remove February 2008 requirement
5	01 Dec 08	7.5	Reduce ODC CAAS CLIN Value
6	23 Nov 09	6.0	Place of Performance
7	27 May 10	6.0	Place of Performance
8	30July 10	Entire SOW	CLARIFICATION of TASK
9	01 Dec 10	Entire SOW	Additional (b)(3) Requirements Added De-Scope MS requirements
10	11 Feb 11	6.0	Added TeleWork/SharePoint Reqmt's
11	23 Feb 11	8.0	De-Scope Safety Support and Reqmt's
12	18 Mar 11	6.0&6.2	Re-define SharePoint Reqmts
13	07 Jul 11	9.0	CEMP ODC
14	18 Jul 11	9.3	(b)(3) 10 FTE CEMP U.S.C.
15	03 Nov 11	3.1.4	De-Scope FTE
15	03 Nov 11	7.0	De-Scope FTE
15	03 Nov 11	6.0	De-Scope Reqmts /FTE SharePoint

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16	23 Jan 12	4.1	De-Scope PI it's entirety
17	29 Feb 12	6.0	Increase TeleWork FTE from (b)(3) 10 U.S.C. 424
		4.1.7	Increase Master Schedule from (b)(3) 10 U.S.C. 424 FTE
		4.1.8	Increase Portfolio from (b)(3) 10 U.S.C. 424 FTE
		4.1.9	Increase Requirements from (b)(3) 10 U.S.C. 424 FTE
18	13 Mar 12	4.1.2	Increase BPM from (b)(3) 10 U.S.C. 424 FTE
18	13 Mar 12	10.2.1	(b)(3) 10 U.S.C. 424 FTE (b)(3) 10 U.S.C. 424 IT Instructional Program
19	17 Oct 12	4.1.2 – 4.1.6.4	De-Scope Positions
19	17 Oct 12	4.1.7.4	Decrease FTE from (b)(3) 10 U.S.C. 424
19	17 Oct 12	4.1.8.4	Decrease FTE from (b)(3) 10 U.S.C. 424
19	17 Oct 12	4.1.9 – 5.4	De-Scope Positions
19	17 Oct 12	10.4	Decrease FTE from (b)(3) 10 U.S.C. 424
20	24 Oct 12	7.0, 8.0 & 9.0	Extending Period of Performance and increase CLIN values 14,16, 31 & 34

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**UNCLASSIFIED****STATEMENT OF WORK****1.0 INTRODUCTION****1.1 Purpose**

This Statement of Work (SOW) addresses support requirements to the office of Management Services & Operations (MS&O) corporately.

**1.2 Background**

MS&O provides centralized management services to the NRO through a consolidated management infrastructure. MS&O continuously examines its products and services as well as its means of service delivery to determine the most efficient and effective ways to deliver those services now and in the future. MS&O is intent on identifying best practices within the Intelligence Community and the private sector, incorporating these practices into its processes with the goal of improving service delivery, streamlining workflow and procedures, and reducing bureaucracy, redundancy and cycle time.

**1.3 Scope of Effort**

The Contractor shall support a wide range of functional areas within MS&O, including program management, business process management, strategic planning; survey support, communication support, environmental and safety support, training, knowledge management, emergency management (COOP) and special project support. The Contractor shall follow separation of duties requirements and constraints laid out within (b)(3) policies and the (b)(3) Separation of Duties (SOD) matrix, which adhere and conform to the referenced NIST 800-53, version 3 and DCID 6/3 Regulation.

**2.0 APPLICABLE DOCUMENTS****2.1 Reference Documents**

- OMB Circular A-123, 21 Dec 04
- OMB Circular A-11, Exhibit 300 Capital Asset Plan and Business Case and Project Profile, Jun 06
- Clinger-Cohen Act
- E-Gov Act, 02
- NRO Security Manual, Version 1.0, 16 June 2000, Rev Oct 03
- NRO Classification Guide, Version 5.1, 01 May 00
- NSTISSAM, RED/BLACK Separation Guidance, 12 Dec 95
- NISPOM, National Industrial Security Program
- NRO Standards Document, Version 2.0, 4 Mar 04
- NRO C&A, Certification and Accreditation for the National Reconnaissance Information Systems, 1 Mar 02
- Office of the Chief Information Officer Fiscal Year 2007 Management Control Plan v6.0, 1 Nov 06
- NRO Directive 30 -2(b), Management Controls, 20 Jun 02

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- MS&O Strategic Plan, Aug 06
- NRO Climate Survey Brief Overview, Mar 06
- MS&O Climate Survey Brief, May 06
- Leadership Learning Forum CONOPS, Jan 07
- Baldrige Performance Excellence Initiative, 24 Jan 07
- MS&O Business Process Management Program Overview, 16 Oct 06
- (b)(3) Configuration Management (CM) Plan
- MS&O C&A Systems
- Information Assurance Training, Certification, and Workforce Management, DOD 8570.1 15 Aug 2004
- Information Assurance Workforce Improvement Program DOD 8570.01M, 19 Dec 2005- guidance for training workforce conducting IA fens
- NIST Special Publication 800-53, Revision 3, Recommended Security Controls for Federal Information Systems and Organizations
- (b)(3) Configuration Management (CM) Plan
- ISO20000
- ISO20000-1 Specifications
- ISO20000-2 Code of Practice
- IT Infrastructure Library (ITIL), Version 3

**3.0 MANAGEMENT TASKS**

The Contractor shall provide the necessary qualified personnel, resources, and materials to perform the tasks described in this SOW.

The key personnel for this contract shall include the Program Manager and other personnel. Key personnel are expected to provide strong technical and programmatic leadership and to possess the required qualifications needed to perform their tasks. Key personnel are expected to commence work as required by the contract (see Transition Plan SOW 3.3) and shall be dedicated to the effort for not less than 12 months. N52.215-004 Key Personnel (JAN 2005) will apply to the key personnel and resumes will be required at the time of proposal. The Contractor, upon approval from the government, shall have 30 days to fill all key personnel positions and 90 days for all other positions. The Government requires notification 30 days prior to staffing changes for any key personnel and selection approval of the key personnel replacements.

**3.1 Program Manager****3.1.1 General Description**

The Contractor Program Manager shall be responsible for the overall project accomplishment and be the primary POC between the Contractor and the Government COTR. The Contractor shall provide an on-site Program Manager (PM) to provide overall program direction for this effort. The PM shall be dedicated to this effort and may perform other tasks in this SOW in section 4.0 in addition to his/her role as Program Manager.

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**UNCLASSIFIED****3.1.2 Tasks/Responsibilities**

- Ensure all services are delivered and all tasks are performed within established program guidelines and budgets
- Provide and manage an appropriately skilled workforce to carry out the functions of the SOW
- Inform the COTR of all contract management details to include all personnel changes and task status
- Conduct program reviews on a monthly basis or as required by the designated COTR
- Provide monthly status reports that detail the contract status and identify potential risk areas with recommended risk mitigation actions
- Support meetings and discussions on an ad hoc basis as directed
- Obtain approval from Government COTR on training requests, travel requests, and other necessary Other Direct Costs (ODC) expenditures against this contract
- Provide routine communication to MS&O customers to include: develop quarterly or semi-annual reports, project bulletins, briefings, technical documents and official correspondence
- Facilitate project focus groups and user/customer involvement. Document participant feedback
- Coordinate the bi-annual MS&O All-Hands meeting

**3.1.3 Minimum Requirements**

- Three (3) years of recent program management experience
- Knowledgeable of process improvement model(s) (e.g. LEAN/Six Sigma)
- Familiarity with the Malcolm Baldrige Criteria for Performance Excellence
- Bachelors Degree in a related field
- Familiarity with the NRO culture is desired but not required
- Basic computer skills (Microsoft Office, Excel and Power Point)

**3.1.4 Contract Requirements for this Position**

- Chantilly, VA (b)(3) FTE – Key personnel

**3.2 Transition Plan**

The Contractor shall develop a transition plan (CDRL 0001) describing how the Contractor will transition efforts being performed by the incumbent to the new contract. The transition shall be completed in 30 days. The plan shall demonstrate how the Contractor will provide Top Secret/Sensitive Compartmented Information (TS/SCI) cleared, technically capable personnel on the job for all key personnel by the start of the contract and remaining personnel, excluding the Special Projects Task and those positions with deferred start dates (424 FTE Tactical Communications and 424 FTE Independent Tester), by 30 days after contract start. Personnel proposed for the Special Projects Task (SOW 4.9) must be cleared by start of the task. An initial draft of the transition plan shall be submitted with the proposal. The final transition plan is due 15 days after contract award.

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The Program Manager must arrive immediately after contract award to begin transition. The following personnel must arrive 2 weeks later to begin transition with the incumbent:

- Strategic Communications
- Environmental Support
- Safety Support –(unfilled)
- EM/COOP Support – (b)(3)
- Portfolio Management Support
- Master Schedule Support
- Business Process Modeling/Mapping
- Requirements Management
- Independent Testing
- Architecture Support
- SharePoint Content Administration
- Configuration, Change and Release Management
- SAP-specific Governance, Risk and Compliance (GRC) Support
- Information Systems Security Engineering (ISSE)
- Security Administrator
- Systems Engineering

**3.3 Training**

The Contractor shall provide personnel that possess the requisite technical qualifications and expertise to perform the duties of the position to which they are assigned. Training may be provided or reimbursed by the Government for NRO sponsored training and education if that training is deemed required and/or NRO-unique. All training approved will be in accordance with the NRO Directives and Instruction. The Contractor shall ensure compliance with DOD 8570 requirements which mandates the commercial certifications for personnel performing IA workforce functions. Contractors shall be compliant with DOD 8570 before entrance on duty or within 6 months, per DOD 8570. The NRO has extended this requirement to include any network or system administration function. The Contractor will adhere to Section 508 of the Rehabilitation Act Compliance – All deliverables of this contract for tools, websites, software, computers, database development, and other types of electronic office equipment, shall adhere to the requirements of Section 508 of the Rehabilitation Act, as amended by the Workforce Investment Act of 1998. Section 508 standards cover the full range of electronic and information technologies in the federal sector, including those used for communication, duplication, computing, storage presentation, control, transport and production.

**3.4 Program Reviews and Reporting****3.4.1 Contractor Implementation Review (CIR)**

The Contractor shall conduct a single CIR within the first month of contract award. The Contractor shall review the Organizational Conflict of Interests (OCI) Mitigation Plan, outlining any potential risks or concerns. The CIR will also provide a forum for introductions of key Government and Contractor personnel and ensure that both parties possess mutual expectations for all SOW tasks.

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The Contractor shall conduct monthly (or as directed by the COTR) meetings (CDRL 0003) to present contract schedule, cost, technical, risks, concerns, staffing, and any other information that may affect contract performance. This information must be presented at the WBS level.

As requested by the COTR, the Contractor shall provide ad-hoc technical reports and/or briefings in support of the activities in this contract.

**3.4.3 Financial Reporting**

The Contractor shall provide a monthly report (CDRL 0002) (format to be determined at CIR) to be delivered by the 15th day of each month. The charts are to include two linear charts; one detailing the actual costs vs. projected costs per month and another detailing the obligated funding vs. actual costs per month (2 pages). The Contractor shall track the expenditure rate on the contract and take actions as needed to ensure a metric of 75% expended is met for this effort by each fiscal year end. Financial information must be presented at the WBS level.

**3.4.4 Customer Satisfaction Review**

The Contractor shall conduct an annual, independent assessment of MS&O Government customer satisfaction with the contract services and level of support at the conclusion of each year. **Format and question set will be determined at a later date.** At a minimum, results will be briefed to COTR and Government Program Manager. (CDRL 0004)

**3.5 Management Plan**

The Contractor shall prepare and maintain a program management plan (CDRL 0005), which describes how the MS&O Enabling contract will be organized and managed. This plan shall contain sections on staffing approach and managing personnel, including subcontractors if applicable, and workforce retention.

**4.0 TASKS/REQUIREMENTS**

Best-in-class organizations, whether they are in the public sector or in private industry, make continuous improvement an integral part of their business. In order to get there, an organization must be able to understand its processes, engage in strategic planning, and communicate its progress to its people and stakeholders. The Enabling Contract is the focal point for providing support in communications, program management, and business process management within MS&O. It also provides executive level support to the MS&O Front Office as well as manages

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routine staff-like functions.

## **4.1 BUSINESS MANAGEMENT**

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### **4.1.1 Business Process Improvement Support – De-Scoped**

#### **4.1.1.1 General Description**

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#### **4.1.1.2 Tasks/Responsibilities**

De-Scoped Blank

#### **4.1.1.3 Minimum Requirement**

De-Scoped Blank

#### **4.1.1.4 Contract Requirements for This Position**

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### **4.1.2 Business Process Modeling/Mappin (b)(3)**

#### **4.1.2.1 General Description**

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#### **4.1.2.2 Tasks/Responsibilities**

- De-Scoped Blank

#### **4.1.2.3 Minimum Requirements**

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#### **4.1.2.4 Contract Requirements for This Position**

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### **4.1.3 Architecture Support (b)(3)**

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**UNCLASSIFIED****4.1.3.1 General Description**

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**4.1.3.2 Tasks/Responsibilities****4.1.3.2.1 Current Architecture**

- De-Scoped Blank

**4.1.3.2.2 Future Architecture**

- De-Scoped Blank

**4.1.3.2.3 Emerging Technologies**

- De-Scoped Blank

**4.1.3.2.4 Knowledge and Skills**

- De-Scoped Blank

**4.1.3.3 Minimum Requirements**

- De-Scope Blank

**4.1.3.4 Contract Requirements for This Position**

- De-Scope Blank

**4.1.4 SharePoint Content Administration** (b)(3)**4.1.4.1 General Description**

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**4.1.4.2 Tasks/Responsibilities**

- De-Scope Blank

**4.1.4.3 Minimum Requirements**

- De-Scope Blank

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- De-Scope

**4.1.5 Configuration, Change and Release Management** (b)(3)

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**4.1.5.1 General Description****4.1.5.1.1 Configuration Management**

De-Scope Blank

**4.1.5.1.2 Tasks/Responsibilities**

- De-Scoped Blank

**4.1.5.2 Change and Release Management****4.1.5.2.1 General Description**

De-Scoped Blank

**4.1.5.2.2 Tasks/Responsibilities**

- De-Scoped Blank

**4.1.5.3 Minimum Requirements**

- De-Scoped Blank

**4.1.5.4 Contract Requirements for This Position**

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**4.1.6 Independent Testing** (b)(3)**4.1.6.1 General Description****UNCLASSIFIED**

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**4.1.6.2 Tasks/Responsibilities****4.1.6.2.1 Independent Testing**

- De-Scoped Blank

**4.1.6.2.2 System Validation and Verification**

- De-Scoped Blank

**4.1.6.3 Minimum Requirements**

- De-Scoped Blank

**4.1.6.4 Contract Requirements for This Position**

- De-Scoped Blank

**4.1.7 Master Scheduler Support** (b)(3)**4.1.7.1 General Description**

The Business Management Resource shall provide Master Schedule support to (b)(3)  
The Contractor shall utilize industry standards, methodologies and leverage past  
experience to support the Government Project Managers within (b)(3) The Contractor  
shall maintain a master schedule to monitor progress of selected projects. The  
Contractor shall help to improve upon and maintain master schedule standards, to  
include: formatting; naming conventions; detail level of each schedule item; and  
display of organizational hierarchy. Sub-schedules created shall be linked to the  
master schedule to capture all project data, dependencies, and schedule issues.

**4.1.7.2 Tasks/Responsibilities**

- Develop, implement, maintain, and monitor a master schedule for MS&O projects to support successful program and project execution
- Perform critical path analysis, assess schedule risks and opportunities, and assess the impacts of project changes and schedule slippages on the MS&O master project schedule
- Provide guidance and assistance to resolve project control problems
- Track the activity of all projects against the baseline schedule
- Monitor, track, and analyze all changes to the baseline schedules and advise customers of impacts associated with schedule slips
- Identify project dependencies and interdependencies and, in coordination with customers and other NRO offices, prioritize projects as necessary

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- Support multi-discipline teams to accomplish the above tasks
- Support the (b)(3) projects by attending customer meetings, conducting research and providing guidance on project documentation and schedule creation
- Advise and consult with Government Program and Project Managers on Project Management best practices and standards from Industry
- Facilitate meetings with stakeholders
- Advise and assist (b)(3) Project Managers in Risk Management
- Create and refine templates for (b)(3) Programs and Projects
- While the primary focus is on Portfolio and Master Schedule support, the Portfolio and Master Schedule Manager shall also, as needed, support projects in requirements identification, collection, documentation and validation from multiple and diverse stakeholders and customers.

**4.1.7.3 Minimum Requirements**

- Minimum of three (3) recent years of related experience in master scheduling support on large, complex portfolios
- Minimum of three (3) recent years of experience in Portfolio management
- Minimum of two (2) recent years experience utilizing an industry scheduling tool. Experience with xRPM is preferred but not required
- Advanced proficiency in Microsoft Project focusing on scheduling and resource management
- Undergraduate degree is desired but not required
- Basic computer skills (Microsoft Word, Excel and Power Point)

**4.1.7.4 Contract Requirements for This Position**

- Chantilly, VA (b)(3) FTE for Advanced Level Support

**4.1.8 Portfolio Management (b)(3)****4.1.8.1 General Description**

The Contractor shall provide Program Portfolio Management support to assist the Government in making business decisions that optimize (b)(3) resources. The resource shall have the expertise to frame decision goals around composite resource investments (labor, hardware, software, etc.), generate alternatives, evaluate those alternatives in multiple dimensions and assist in the decision-making process. The Portfolio Manager shall also permit analysis of each project based on its relative contribution, alignment with business objectives and performance. The resource shall be able to provide project and requirements Support on an as needed basis.

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- Provide analytical and technical assistance in order to support (b)(3) Investment Portfolio which is aligned with the MS&O Strategic plan, OMB Exhibit 300, IT Exhibit 53, and NRO CIO direction
- Incorporate, track, maintain, and analyze relevant project data, including key performance metrics relating to budget, schedule, and staffing
- Collaborate with business area partners to define, create, and compare criteria for the projects in the MS&O portfolio as well as define and manage the portfolio risk profile
- Provide analysis to MS&O management based on critical success and portfolio risk factors, which will be used as key inputs to make informed analytical decisions on project prioritization and resource allocation
- Simulate what-if scenarios for MS&O management and provide analysis of the simulation results for review
- Working knowledge of Business Process Management and hands-on practical experience in applying BPM best practices and principles to a Program & Portfolio Management and IT Governance
- Advise, consult and help to refine the (b)(3) Investment Management Process
- Ability to serve as Secretariat on the (b)(3) investment Review Board (IRB)
- Lead the effort to map, diagram and apply PPM Activity Cycles as appropriate

**4.1.8.3 Minimum Requirements**

- Minimum of three (3) recent years of experience in organization portfolio management
- Minimum of two (2) years experience utilizing an industry scheduling tool. Experience with xRPM is preferred but not required
- Undergraduate degree is desirable but not required
- Advanced proficiency in Microsoft Project focusing on scheduling and resource management
- Basic computer skills (Microsoft Word, Excel and Power Point)

**4.1.8.4 Contract Requirements for This Position**

- Chantilly, VA (b)(3) FTE for Advanced Level Support

**4.1.9 Requirements Management****4.1.9.1 General Description**

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**4.1.9.2 Tasks/Responsibilities****UNCLASSIFIED**



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**4.1.9.3 Minimum Requirements**

- De-Scoped Blank

**4.1.9.4 Contract Requirements for This Position**

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**4.2 Security Program Functional Area****4.2.1 General Description**

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**4.2.2 SAP-specific Governance, Risk and Compliance (GRC) Support****4.2.2.1 General Description**

De-Scoped Blank

**4.2.2.2 Tasks/Responsibilities**

- De-Scoped Blank

**4.2.2.3 Minimum Requirements**

- De-Scope Blank

**4.2.2.4 Contract Requirements for This Position**

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**4.2.3 Information Systems Security Engineer (ISSE)****4.2.3.1 General Description**

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**4.2.3.2 Tasks/Responsibilities**

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- De-Scoped Blank

**4.2.3.4 Contract Requirements for This Position**

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**4.2.4 Security Administrator****4.2.4.1 General Description**

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**4.2.4.2 Tasks/Responsibilities**

- De-Scoped Blank

**4.2.4.3 Minimum Requirements**

- De-Scoped Blank

**4.2.4.4 Contract Requirements for This Position**

- De-Scoped Blank

**4.2.5 Continuity of Operations (COOP) Support****4.2.5.1 General Description**

De-Scoped Blank

**4.2.5.2 Tasks/Responsibilities**

- De-Scoped Blank

**4.2.5.3 Minimum Requirements**

- De-Scoped Blank

**4.2.5.4 Contract Requirements for This Position**

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**UNCLASSIFIED****5.0 Systems Engineering (SE)****5.1 General Description**

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**5.2 Tasks/Responsibilities**

- De-Scoped Blank

**5.3 Minimum Requirements**

- De-Scoped Blank

**5.4 Contract Requirements for This Position**

- De-Scoped Blank

**6.0 Strategic Planning Support****6.1 General Description: TeleWork Support**

TeleWork support. The following NRO Telework Program information technology (IT) support and Management Services and Operations (MS&O)/Management Staff (MS)-related SharePoint support are required. The proposed contractor will assist in maintaining NRO TeleWork sites, conducting site IT and security surveys and coordinating establishment of future sites, and responding to Intelligence Community (IC) reviews of future sites.

**6.2 Task /Responsibilities**

- (U) Provide information technology support to the NRO TeleWork Program by assisting in maintaining current TeleWork sites.
- (U) Troubleshoot TeleWork Network issues
- (U) Provide site visits to new entrants into the NRO TeleWork Program
- (U) Assist in coordination of future TeleWork locations
- (U) Assist in the Intelligence Community level reviews of future TeleWork sites
- (U) Conduct potential TeleWork site surveys
- (U) Manage and respond to communications connectivity issues at the TeleWork sites
- (U) Conduct TeleWork security site assessments

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- (U) Serve as an alternate representative and subject matter expert on the IC TeleWork Council/Charter
- (U) Attend other TeleWork meetings as necessary
- (U) Local travel is required to establish new and maintain existing NRO TeleWork sites

**6.3 Minimum Requirements: BLANK****6.4 Contract Requirements for this position:****7.0 MS&O CORPORATE COMMUNICATIONS****7.1 General Description**

The MS&O Communications team provides tactical communication support to the organization.

**7.2 Tasks/Responsibilities****7.2.1 - BLANK****7.2.2 Tactical Communication Support**

- Provide support for projects, initiatives, operational changes, and upcoming events to include, NRO Holiday Party, MS&O Holiday Party, MS&O Showcase, All American Family Day, and other ad hoc events.
- Provide TEIR support, receiving action items, working among offices within MS&O and providing a response back to the requestor

**7.3 Minimum Requirements- BLANK****7.4 Minimum Requirements for All FTE**

- Minimum of three (3) recent years related experience in events planning/communications.
- Undergraduate degree or a minimum five (5) years experience
- Ability to prepare written documents that are well organized, concise tailored to the needs of a specific audience, and grammatically correct
- Familiarity with the NRO culture is desirable but not required
- Basic computer skills (Microsoft Word, Excel and Power Point)

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**UNCLASSIFIED****7.5 Contract Requirements for This Position**

Chantilly, VA (b)(3) FTE – Events Planning

**8.0 Environmental Support****8.1 General Description**

The NRO is committed to protecting its workforce and the environment, both fundamental to supporting and achieving mission success. The team tasked with this responsibility is (b)(3) 10 U.S.C. 424. Specifically, (b)(3) ensures the protection of NRO personnel, property, and the environment; evaluates compliance with applicable Federal, state, and local laws and regulations; limits NRO exposure to civil and criminal liability and supports each site in achieving environmental excellence. The contractor shall provide assistance with these efforts.

**8.2 Tasks/Responsibilities****8.2.1 Environmental Support**

- Recognize, evaluate, and control potential and actual environmental liabilities via site visits technical assistance, environmental sampling and environmental audits of Government or host facilities. Prepare reports and briefings on specific findings. Provide assistance, guidance, and/or training to site personnel during these visits as needed to correct issue(s)
- Draft Government environmental policy statements on current and future regulatory actions affecting environmental work practices
- Provide environmental engineering support to the Government in the development or review of site specific environmental compliance management plans pertaining to pollution prevention, hazardous waste management control, soil and erosion control, and petroleum storage pertaining to environmental regulations and executive orders.
- Supplement NRO National Environmental Policy Act (NEPA) guidance documentation by preparing and/or reviewing NEPA documentation on behalf of the (b)(3) for NRO projects.
- Provide technical assistance, and assist field sites to facilitate environmental compliance with local, state, and Federal regulatory agencies
- Conduct environmental sampling as part of facility environmental assessments in accordance with OSHA and EPA sampling protocols. To include, but not limited to asbestos, lead, PCBs, indoor air contaminants and primary drinking water parameters.

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- Conduct environmental compliance audits to ensure compliance with United States Environmental Protection Agency (USEPA), appropriate state and local laws and regulations with Presidential Executive Orders
- Prepare and present briefings to Government personnel on status of environmental liabilities
- Develop and conduct environmental program training on behalf of (b)(3) for NRO program employees as directed.

**8.2 Minimum Requirements****8.2.1 Environmental Support**

- Minimum of five (5) recent years of environmental work experience
- Bachelor of Science degree in an Environmental Science field, such as, Industrial Hygiene, Public Health, Safety Engineering, Occupational Safety, Environmental Science or Biology
- Possess or be working towards (able to obtain with 1 year after contract award) at least one United States recognized environmental professional credential, e.g. Qualified Environmental Professional (QEP) or Professional Engineer (PE). Masters Degree in appropriate field may be substituted in lieu of environmental professional credential
- Basic computer skills (Microsoft Word, Excel and Power Point)

**8.3 Contract Requirements for This Position**

- Chantilly, VA (b)(3) FTE for Environment Support – Key Personnel

Contractor maybe subject to domestic and foreign travel.

**9.0 COMPREHENSIVE EMERGENCY MANAGEMENT PROGRAM****9.1 General Description**

Keeping personnel safe is a priority at the NRO. MS&O, through the Comprehensive Emergency Management Program (CEMP), is the focal point within the NRO for managing a global comprehensive emergency management program. CEMP provides guidance, direction and assistance in developing an enterprise emergency management program and MS&O's continuity of operations (COOP) plans to NRO Directorates and Offices, mission ground stations, and other NRO sites and facilities, including the NRO Westfields facility. Additionally, CEMP is responsible for providing input for an enterprise level COOP program to the Deputy Director of MS&O (or successor office).

**9.2 Tasks/Responsibilities****UNCLASSIFIED**

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- Assist NRO senior leadership, directorates and offices in the development and coordination of emergency management plans and procedures
- Define MS&O COOP requirements
- Respond to internal and external taskings regarding emergency management planning and preparedness and MS&O COOP readiness
- Develop, coordinate, and conduct emergency management training and preparedness exercises at Westfields Headquarters and provide assistance in the development and execution of emergency preparedness exercises at NRO field locations
- Visit NRO field sites to provide assistance with emergency management and COOP activities
- Prepare reports and briefings on NRO status of emergency management posture and readiness
- Prepare and submit all required data and reports pursuant to emergency management regulations and MS&O COOP reporting requirements
- Draft policy guidance documents
- Prepare and present briefings to MS&O and NRO management on emergency management and MS&O COOP issues
- Ensure Emergency Management readiness through the development, review and execution of security plans and procedures
- Coordinate Emergency Management exercises with other NRO offices
- Ensure readiness of the Crisis Response Element (CRE)
- Develop and perform exercise scenarios to test emergency preparedness and operations
- Conduct MS&O COOP and Emergency Management training as needed

**9.3 Minimum Requirements**

- Minimum three (3) recent years of emergency management work experience with one individual possessing a minimum of three (3) years COOP experience
- Possess a bachelor degree in Emergency Management or have five (5) years work experience in emergency management.
- Associate Business Continuity Professional (ABCP) or Certified Business Continuity Professional (CBCP) certification preferred but not required
- Basic computer skills (Microsoft Word, Excel and Power Point)

**9.4 Contract Requirements for This Position**

- Chantilly, VA (b)(3) FTE – Key Personnel
- (b)(3) 10 U.S.C. 424 FTE

**10.0 SPECIAL PROJECTS****10.1 General Description****UNCLASSIFIED**

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As MS&O embarks upon process improvement initiatives, it may discover the need to implement special projects or utilize subject matter experts in support of project teams, surge requirements or short-term efforts. The Government would like to build in the capability to utilize Contractor support to meet these special requirements.

**10.2 Tasks/Responsibilities**

Provide a pool of subject matter experts in the following areas, but not limited to: facilities management, property management, knowledge management, transportations services, organizational development, service delivery, instructional development and delivery and information technology.

**10.2.1. Information Technology (IT) Instructional Development and Maintenance Program for SAP**

(U) **Description** – The Contractor shall provide [REDACTED] FTE to support one of [REDACTED] top operational priorities listed in the MS&O Strategic Plan for 2012. The Contractor shall create and implement a SAP Training Development and Maintenance Program for NRO users and customers of SAP. The Contractor shall conduct assessments, analyze, and perform gap analysis to clearly define the state of training needs for a NRO SAP Training Program. The Contractor shall present findings and make a recommendations on the best way forward to [REDACTED] Management. Once approved by the Government, the Contractor shall then implement the SAP Training Program within [REDACTED] or the NRO.

(U) **Deliverables** – An implemented SAP Training Development and Maintenance program.

**10.3 Minimum Requirements**

- Undergraduate degree
- Basic computer skills (Microsoft Word, Excel, and Power Point)

**10.4 Contract Requirements for This Position**

- Chantilly, VA [REDACTED] FTE

**11.0 PERIOD OF PERFORMANCE**

The period of performance for this effort will consist of a twenty-four (24) month base contract, and three (3) subsequent one (1) year options.

**12.0 PLACE OF PERFORMANCE****UNCLASSIFIED**



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The place of performance for the defined tasks will be in Government office facilities located in the Chantilly, Virginia area (NRO Facilities). NRO Climate Survey data analysis (excluding survey comments), program management, and other unclassified activities in support of this contract may be conducted at Contractor facilities with the approval of MS&O Security.

**13.0 SPECIAL PROVISIONS****13.1 Security**

The MS&O Program Security Office (PSO) will be the cognizant security office for this contract. All Contractor personnel assigned to this program must be U.S. citizens, possess TS/SCI/B accesses at contract start date, except for personnel proposed under Special Projects Task (SOW 4.9) and personnel with deferred start dates, and must follow all NRO Security policies as implemented by the MS&O PSO. Personnel proposed under the Special Projects Task must be cleared 90 days after contract start date. Advance certification and coordination between authorized security channels and the COTR regarding appropriate clearances and related issues, will be completed prior to Government approval of nominated contractor personnel being assigned to NRO facilities to support this effort.

There is no requirement in this effort for the Contractor to hold or store classified information. Therefore, a contractor facility clearance is not required. Any classified materials used by the Contractor shall be stored in NRO buildings in appropriate secure areas supplied by the Government.

The Contractor will only assign U.S. citizens to perform services under this contract. All contractor employees are subject to approval by the Contracting Officer's Technical Representative (COTR) prior to being assigned to this contract.

All contractor employees assigned to this contract will be subject to a security background investigation and polygraph examination and must be granted Top Secret, Sensitive Compartmented Information (SCI) access by the NRO.

The NRO shall have and exercise full and complete control over granting, denying, withholding, or terminating security clearances and accesses for contractor employees.

The NRO reserves the right to terminate the access of a contractor employee upon disclosure of information that indicates that the contractor employee's continued entry into NRO facilities is not in the best interest of national security. Additionally, a violation or deviation from established administrative or security procedures by contractor personnel may result in the revocation of security clearances, removal from NRO facilities and denial of future entry.

United States Government (USG) rules, regulations, direction, and requirements issued by the COTR or other authorized personnel for good order, administration and security

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shall apply to all contractor personnel who enter NRO facilities. The contractor shall comply with established security procedures for entering a facility and/or any special procedures that may be established for certain restricted areas. All contractor personnel granted access to premises in connection with the performance of this contract shall be subject to the provisions of criminal or other laws protecting classified or intelligence information.

All contractor personnel granted access to NRO facilities and/or classified information under this contract will be subject to espionage statutes and other federal laws relating to improper disclosure of classified information.

The contractor will not use or allow to be used any aspect of a NRO contract for publicity, advertisement, or any other public relations purpose. This prohibition extends to announcements of contract award and of modifications adding value or time to the contract. It is further understood that this obligation will not expire upon completion or termination of a contract, but will continue until rescinded by the U.S. Government.

The contractor will be required to maintain a comprehensive security program in accordance with the requirements of:

- (1) *NRO Security Manual (NSM)*;
- (2) *National Industrial Security Program Operating Manual (NISPOM)* and *NISPOM Operating Manual Supplement (NISPOMSUP)*;
- (3) *NRO Classification Guide (NCG)*;
- (4) *NRO Certification and Accreditation Process for Information Systems*;
- (5) *Director of Central Intelligence Directives addressing Security (DCID 6/##-series) and DCID 1/20P*;
- (6) *NRO Personnel Security Instruction (PSI) Manual*;
- (7) *Other NRO regulations, directives, instructions, and Special Access Program classification and program security guides*

**13.2 Non-Publicity**

The Contractor shall not use or allow to be used any aspect of this contract for publicity, advertisement, reference or any other public purposes. It is further understood that this obligation shall not expire upon completion or termination of this contract, but will continue until rescinded by the U.S. government. The Contractor may request a waiver or release from the foregoing but shall not deviate from unless authorized to do so in writing by the Contracting Officer. The Contractor is not prohibited from identifying the existence of this government contract when required by a federal statute or regulation, e.g., Securities Exchange Commission filings. A copy of all such filings or disclosures shall be promptly forwarded to the Contracting Officer.

**13.3 Government Furnished Equipment****UNCLASSIFIED**

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It is anticipated that Government Furnished Equipment (GFE) will not be required in support of this contract. However, if GFE does become necessary and is provided, the Contractor shall receive, control, track, and status all GFE in its control.

In regards to Process Improvement training, the Government will provide audiovisual equipment and instruction and simulation rooms for each class.

**14.4 Protection of Cost and Proprietary Information**

The Contractor may participate in meetings where cost impacts or proprietary information will be discussed. The Contractor may maintain records on this information. Contractor personnel shall sign a non-disclosure agreement to the effect that they will not disclose this information to anyone unless directed by the COTR.

**13.5 Travel**

The Contractor may be required to engage in travel in support of specific tasks. Travel costs incurred under this contract are allowable subject to the limitations contained in the Federal Acquisition Regulation (FAR) Section 31.205-46. For planning purposes, the contractor should propose a not-to-exceed value of (b)(3) 10 U.S.C. 424 per year for CAAS CLINs, and (b)(3) 10 U.S.C. 424 per year for NON-CAAS CLINs. The Government will not reimburse travel expenses or travel time for travel to and from the contractor's assigned locations. COTR approval is required prior to traveling.

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**Statement of Work  
For  
Distributed Common Ground System – Intelligence Community (DCGS-IC)  
User Training**

**1. Background**

The goal of the DCGS-IC is to provide real-time product reporting to the point of need by implementing a strategic framework whereby the IC and DoD Mission Partners are exposing data and services, enabling services reuse, and increased sharing of intelligence products. The target audiences for the DCGS-IC / DI2E-F course are new employees to CENTCOM, SOUTHCOM, and PACOM that require foundational DI2E-F knowledge to include widget search, analysis, and reporting. Specifically, the course will help end users to:

1. Comprehend and understand the DI2E-F system
2. Become familiar and use the widgets in the DI2E-F system
3. Ensure real-time searching and reporting in the DI2E-F system

**2. Scope of Work**

Develop and produce three products that will provide an overview of the DI2E-F software interface covering the basic online user functions, widgets, and use of DI2E-F System. The three products include the following

- (1) Walk-through tutorial using Captivate (or equivalent) capture software demonstrating the capabilities of the DI2E-F Systems in the following order (CENTCOM, SOUTHCOM, PACOM)
- (1) 30-60 second infomercial on the DI2E-F System
- (1) Convert and upload 19 DI2E-F videos to Intellimedia

Using a combination of existing course documentation, videos, training guides, and interviews with Subject Matter Experts (SMEs), this computer-based course will be developed at the Secret level and hosted on CLEON- SIPRNET, CLEON-JWICS, and CLEON-NMIS servers, and provide data files so the client can host on the DI2E-F system. Supplemental related information (i.e., job aides, user manuals) can be made available to students within the course via links to material on the classified wide area networks (WANs).

**2.1 General**

- Develop an online DI2E-F system course to be hosted on CLEON's GWAN (NMIS), JWICS, and SIPRNET servers in addition to having a distributable CD version of the course.
- Produce a DI2E-F system training CDROM master upon course development completion.
  - Both the web-based training course and the CDROM will be based on the DI2E-F system's existing training material, MSC-provided videos, and DI2E-F system screen captures. These products are subject to change pending instructional design review and initial reviews with subject matter experts.
- Implement auto completion notification and transcript update within NRO SAP on NMIS.
- Develop a DI2E-F system infomercial for educating and marketing the DI2E-F system.
- Convert and post to Intellimedia 19 DI2E-F videos provided by MSC.

**2.2 Development Tasks**

- Perform content analysis and course design using Instructional Systems Design (ISD) methodologies and SME interviews.
- Provide a detailed outline of the training to be approved by the client before development of the course begins.
- Develop course in modular format, providing the ability to re-use and easily modify content for use within other courses.

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- Develop seven (7) passive demonstrations on selected screens. The interface and navigation controls will include Next, Previous, Audio, and Extras buttons on each frame throughout the course using the Adobe Creative Suite multimedia development tools. Module content will be portrayed and demonstrated by animation and interactivity where appropriate.
- The Extras button will contain a glossary, POCs, and any supplemental related information (i.e., job aides, user manuals, etc.). A quit button will be added for the CDROM version. HTML-based reference material may be added to the course as directed and provided by the SMEs or course owner. This may include .pdf formatted softcopy user's guides and documentation as provided.
- Develop audio scripts and record narration for a maximum of 50 screens throughout the DI2E-F system training. Audio narration will automatically play on screens where audio is included. A separate button will be available for closed captioning (Section 508) for all narration. Audio controls (stop and play) will be available for all audio.
- Development of new video components is not included in this development effort. Existing video provided by the course owner may be converted and integrated within the online and CBT DI2E-F system training.
- Certificates of course completion will be provided automatically upon completion of all training requirements.
- NRO University transcripts will be automatically recorded in SAP upon exam completion on the CLEON-NMIS.

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# **National Reconnaissance Office**

## **Mission Support Directorate**

### **Education, Training, Exercise and Experimentation Services Contract**

**BLUERIDGE**

**(NRO 000-08-C-0063)**

## **Statement of Work**

**17 Sep 2010**

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**UNCLASSIFIED****1.0 Introduction**

1.1 National Reconnaissance Office (NRO) Mission: The NRO is a joint organization engaged in the research and development, acquisition, launch and operation of overhead reconnaissance systems necessary to meet the needs of the Intelligence Community and of the Department of Defense. The NRO conducts other activities as directed by the Secretary of Defense and/or the Director of National Intelligence.

Vision: Freedom's Sentinel in Space One Team, Revolutionizing Global Reconnaissance

Values: Integrity, Excellence, Teamwork, Innovation, Respect & Diversity

1.2 Mission Support Directorate (MSD) Mission: Understand user needs to coordinate, integrate, and deliver NRO-wide, responsive solutions. The MSD serves as the primary advisor to the DNRO on user needs, system status, and quick-reaction response to user needs. The MSD also serves as the Deputy Joint Forces Component Commander for Space (DJFCC-Space) within the United States Strategic Command (USSTRATCOM). Within the NRO, the MSD is the focal point for ensuring NRO capabilities provide improved support to military and national users.

**1.3 Relationships & Interfaces**

1.3.1 Internal. Personnel of the MSD Education and Training Services (hereafter referred to as "BLUERIDGE") will interact in a positive, team-centric manner with both government and contract personnel from other contracts, throughout MSD and the NRO for the purpose of education, training, and related support, interaction with the user community, and providing community exercise and experimentation support.

1.3.2 External. Personnel of the BLUERIDGE contract will interact on a daily basis with external agencies. Examples of the external working relationships include National Security Agency (NSA), Central Intelligence Agency (CIA), National Geospatial-Intelligence Agency (NGA), Defense Intelligence Agency (DIA), the Department of Homeland Security (DHS), Combatant Commands, the Armed Services and their Service staffs, the Joint Staff, and other national, civil, and military users of NRO systems data.

1.4 Program Objectives. This effort shall provide instructors and support personnel, well-versed on existing and future NRO systems and data. The contractor shall provide a staff consisting of individuals with skills in a broad range of experience and knowledge of reconnaissance and intelligence systems acquisition, operations, education, training, management, exploitation, and integration, as well as experience and knowledge in planning and executing military operations across the spectrum of air, land, sea and space forces and operations involving civil and national users. This work force shall be fluent in NRO systems to include architectures, constellations, sensors, dissemination, exploitation, collection management, and derived intelligence products. This work force shall also provide instructors and support personnel, well-versed on existing and future NRO systems and data. Finally, this work force shall be familiar with government and military staff procedures and the national space and intelligence communities.

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**UNCLASSIFIED****2.0 Applicable documents**

In the case of conflicts between information contained within this Statement of Work (SOW) and other cited documents, the SOW shall take precedence. In the event of conflict between the SOW and any other prescribing documents, the contractor shall notify the Contracting Officer in writing within five (5) days of identifying the conflict. Nothing contained in this SOW supersedes applicable laws or regulations unless specific exemptions have been obtained in writing from the Contracting Officer. All references to documents in Sections 2.1 and 2.2 refer to the most current approved version.

**2.1 Compliance Documents.**

The contractor team shall comply with the following documents:

- NRO Classification Guide version 5.1, May 2000
- NRO Security Manual, revised May 2001
- DCID 6/3, 5 June 1999
- DCID 6/4, 7 February 1998
- MSD Travel Policy
- MSD Core Knowledge Requirements
- NRO Directive 61-9, Accessible Electronic Information Technology
- NRO Directive 10-1, Customer Support
- NRO Instruction 10-2, NRO Customer Support
- NRO Standards, Version 2, December 2007

This procurement does not contemplate the purchase of Electronic and Information Technology (EIT) falling under the definition of EIT provided in the Rehabilitation Act or Accessibility Standard. The contractor shall notify the government prior to procurement of any electronic and information technology that meets the definition of EIT provided in the Rehabilitation Act or Accessibility Standard.

**2.2 Reference Documents.**

- MSD Management Control Plan
- Applicable NRO Directives and Instructions not specifically called out elsewhere in this SOW. Impacts of modified and/or new NRO Directives and Instructions affecting the scope of work in this SOW will be examined on a case-by-case basis.
- Federal Managers' Financial Integrity Act (FMFIA)
- Defense Planning Guidance
- Joint Vision 2020
- J3M 5100.01
- PDD-35
- PDD-61

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**UNCLASSIFIED****3.0 Tasks.**

The contractor shall provide Contract Advisory and Assistance Services (CAAS) and Non-CAAS support as an integral part of the MSD military/civilian/contractor team to accomplish the MSD mission in the task and sub-task areas of Section 3. Not all tasks are required to be performed at all times. Tasks contained in this SOW define functional areas and will support MSD requirements within whatever MSD organizational structure exists when tasks and sub-tasks are assigned by government task officers with the Contracting Officer's Technical Representative (COTR) concurrence. The contractor shall comply with official Government notifications regarding changes in priorities and resource allocation. The Government estimates the level of effort to fulfill the requirements of Sections 3.1, 3.2, and 3.3 to be (b)(3) Full-Time Equivalents (FTE).

The contractor shall:

**3.1 Provide education and training services and products.**

3.1.1 Provide education and training. Education is in reference to primarily knowledge-based awareness and learning – for example, understanding the uses, capabilities, and limitations of NRO systems, data, and derived intelligence products, including support to operations. This is usually accomplished by an instructor in a classroom environment, but can also be done through distance learning, computer-based training, and instructional products such as manuals and videos. Training is in reference primarily to skills-based tasks – training operators how to operate specific equipment, data processors, and hardware/software applications, for example but not limited to, GALE-Lite (Generic Area Limitation Environment) or Automated Scriptor Simulator Exercise Trainer (ASSET). This is usually accomplished by an instructor providing direct, “hands-on,” teaching and demonstration in a classroom, lab, or operational environment, but can also be done through distance learning, computer-based training, and instructional products such as manuals and videos. Education and training efforts often require temporary duty away from the NRO to provide services and products at user locations both within and outside of the Continental United States (CONUS), including schoolhouses, training centers, and operational units. Temporary duty may involve individual instructors, or be part of Mobile Education and Training Teams (METT) for deployed units and Mobile Training Teams (MTT) for units preparing to deploy.

3.1.1.1 Education. Provide knowledge-based education to military, IC, civil, and national users of NRO data and derived intelligence products. Recommend education requirements in the areas of NRO systems capabilities and limitations for military professional development centers and schools, operational units and staffs, national agencies, and approved Allied military schools and units. Maintain expert knowledge of current and future NRO systems to include architectures, constellations, sensors, dissemination, exploitation, collection management, derived intelligence products, and support to operations. Design educational materials to include codifying learning objectives, developing curricula, and designing/developing briefs, manuals, videos, and multimedia educational tools and courses. Provide users with updates on educational tools and products as required. Educational efforts may include, but are not limited to, the National Systems Information Course (NSIC), Joint Tactical Exploitation of National Systems (JTENS)

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manual, NRO Systems Overview briefs and lectures tailored to user needs, and NRO systems instructional videos. (Non-CAAS)

**3.1.1.2 Training.** Provide skills-based training to users on NRO and Mission Partner equipment, data processors, and software/hardware applications. Recommend training requirements in the areas of NRO equipment and applications use and proficiency for military professional development centers and schools, operational units and staffs, national agencies, and approved Allied military schools and units. Maintain expert knowledge of designated equipment, applications, and how they support operations. Provide training using post-event data and product analysis for specific user issues when required. Provide training on how to apply NRO and related equipment, data, and applications to specific threats or regional issues when required. Design training materials to include codifying learning objectives, developing curricula, and designing and producing briefs, manuals, videos, and multimedia training tools/courses. Provide users with updates on training tools and products as required. Provide training on both fielded and developmental systems and tools as required, for example but not limited to, conducting Mobile Education and Training Teams (METTs). Equipment, data processors, and applications may include, but are not limited to, GALE-Lite, ASSET, National Wargaming System Next Generation (NWARS-NG), Analyst Support Architecture (ASA), and Standard Tactical Receive Equipment Display (STRED). (Non-CAAS)

**3.1.1.3 Production and dissemination.** Produce, publish, and disseminate instructional materials and products, electronically and via hard-copy, to include manuals, curricula, videos, multimedia and graphic arts products, briefings, presentations, and computer-based training. (Non-CAAS)

**3.1.1.4 Distance learning and computer-based training.** Operate and maintain a web-based, on-line distance learning program, to include content development, web design, multimedia design, graphic arts, data and network management, instructional systems design, and learning management system operation. Develop and disseminate computer-based instructional products and courses. As directed, interface and partner with other NRO directorates, Mission Partners, and users to enhance the distance learning program and interoperability with other programs. (Non-CAAS)

**3.1.1.5 Visualization and Presentation of Information:** Improve understanding of MSD issues and insights by providing visualization of current and possible future NRO systems architectures and related CONOPS. Operate, maintain, and enhance visualization tools using historical data and real-time data feeds, such as the Director's Demonstration Tool (DDT). Create and present briefings on NRO capabilities, including orbital projections, spacecraft geographic coverage, and frequency coverage projections, at the unclassified through program levels at locations to include, but not limited to the Westfields Complex. (Non-CAAS)

**3.2 Provide exercise and experimentation support.**

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3.2.1 Provide exercise and experiment support. Provide exercise support to selected exercises, special projects, and advanced warfighting experiments. This includes all related activities from event planning through post-event analysis.

3.2.1.1 Event Planning. Assess current and potential future exercises and experiments; assist in prioritizing events and degree of NRO involvement. Analyze event plans and objectives; develop supporting plans and objectives for NRO involvement. Coordinate NRO involvement with respect to resources and personnel. Assist event sponsor with scripting of collection, exploitation, and analysis of NRO derived data products. (CAAS)

3.2.1.2 Experimentation. Coordinate with NRO Directors and Offices to identify and integrate emerging NRO technologies into joint and service experimentation and demonstration. Assist NRO Directors and Offices R&D program offices with submitting initiatives, developing experiment CONOPS, and coordinating requirements. Facilitate working groups and maintain network sites/share folders/mail groups to provide information, coordinate tasks, and consolidated input to actions from experiment sponsors for: manning, Tactics, Techniques and Procedures training, systems integration, scenario vignettes, assessment plans, and visitor plans. (Non-CAAS)

3.2.1.3 Event Execution. Assist in the development of event architectures. Coordinate with NRO Directorates and Offices on the development of NRO systems modeling tools and their implementation into exercises and experiments. Provide representatives during execution of exercises and experiments. Perform data collection and analysis during experiments. During experiments, assist NRO Directorate project leads by facilitating transition opportunities. NRO event execution representatives shall be subject matter experts on NRO systems capabilities and limitations, and on the use and exploitation of simulation, analytical, collection management, and display tools, including but not limited to, ASSET, NWARS-NG, GALE-Lite, and STRED. (Non-CAAS)

3.2.1.4 Event Follow-Up. Provide comprehensive post-event analysis of successes and failures during event execution. Provide recommendations for improved NRO involvement in future exercises and experiments. Provide feedback to NRO Directorates and Offices as appropriate. (CAAS)

### 3.3 Provide Program Management.

3.3.1 Provide daily program management and oversight for all tasks and requirements associated with this contract. Ensure the smooth transition and operation of the contract and delivery of all required support on-time and within budget. Ensure that all requirements of this contract are appropriately resourced, and make recommendations with respect to the reallocation of staff resources for Government review and approval. Ensure conformance with applicable NRO and DoD policies and regulations relating to crisis/contingency support and address financial, legal, and contractual issues associated with harm's way travel and non-standard/extended work hours, as applicable. Track and ensure satisfaction of all NRO and MSD training requirements for contractor personnel, including but not limited to, security training, orientation training, and other initial and recurring personnel training requirements. Program management includes, but

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is not limited to: staffing plans, funds tracking and reporting, delivery of Contract Data Requirements List (CDRL) items, and daily resolution of contract issues, and other reports as directed by the COTR. (CAAS)

**3.3.2 Provide daily administrative support to the Training and Exercises team, both Government and contractor, to include the building of complex briefings with significant graphics content; the tracking and staffing of memoranda and related written communications (internal and external to MSD); the scheduling of training and education events and other activities, maintenance of accurate web material, executive administration; travel documentation; correspondence and file maintenance; and the review and coordination of deliverables. Seating arrangements (within Government parameters) and IT requests shall also be assisted. Support shall be of a type and quality such that the BLUERIDGE contractor can operate in a Government facility with a minimum of corporate administrative support while also imposing the minimum burden possible upon the Government's administrative resources. (Non-CAAS)**

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**UNCLASSIFIED****3.4 Special Projects Support**

3.4.1 Provide support to MSD (b)(3) for any emerging or special project, as directed by the CO and COTR, which falls under the broad mantle of Education, Training, Exercise and Experimentation Services. The Contractor shall execute such tasks determined by the CO and COTR, in light of the corporate direction that MSD provides rapid reaction services for the NRO, to fall within the mission of the NRO and MSD. Such tasks will utilize skills and services typically provided by the contractor to satisfy the other tasks in Paragraph 3, and will not conflict with the scope of other service providers to MSD (b)(3)

**4.0 Key Personnel**

As part of contractor support under this SOW for the execution of the MSD mission, key contractor personnel are required to work full-time on-site in MSD office space provided by the government. Any changes to key personnel will require government concurrence. Key contractor personnel under this SOW are:

- Program Manager
- Education and Training Lead
- Distance Learning Lead
- Exercise and Experimentation Support Lead

4.1 Program Manager. The contractor shall provide an on-site program manager who shall be accountable for the contract to MSD under this SOW. The program manager shall have at least a graduate-level degree, or equivalent formal, relevant education; and a minimum of 10 years of program management experience in areas similar to those in this SOW to include a minimum of 3 years experience with NRO systems.

4.2 Education and Training Lead. The contractor shall provide an on-site lead for all Education and Training tasks and sub-tasks in Section 3.1 of the SOW. The Education and Training lead shall have at least an undergraduate degree, or equivalent formal, relevant education; a minimum of 10 years experience related to the tasks and sub-tasks of Section 3.1 of the SOW to include a minimum of 3 years experience with NRO systems.

4.3 Distance Learning Lead. The contractor shall provide an on-site lead for all Distance Learning/Computer-Based Training tasks and sub-tasks in Section 3.1.1.4 of the SOW. The Distance Learning Lead shall have at least an undergraduate degree, or equivalent formal, relevant education; a minimum of 5 years experience related to the tasks and sub-tasks of Section 3.1.1.4 of the SOW to include a minimum of 3 years experience with NRO systems.

4.4 Exercise and Experimentation Support Lead. The contractor shall provide an on-site lead for all Exercise Support and Experimentation tasks and sub-tasks in Section 3.2 of the SOW. The Exercise and Experimentation Support lead shall have at least an undergraduate degree, or equivalent formal, relevant education; a minimum of 10 years of experience related to the tasks and sub-tasks of Section 3.2 of the SOW to include a minimum of 3 years experience with NRO systems.

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**5.0 Deliverables.** Deliverables required per this SOW shall be in accordance with the CDRL. There are no hardware or software deliverables for this effort.

**6.0 Special Considerations**

**6.1 Place of Performance/Government-Provided Facilities and Support.** Performance of this effort shall primarily take place on-site in Government facilities at NRO Headquarters (Westfields complex), the Pentagon, or other Government facilities required to support NRO education, training, exercises or experiment support. These facilities will provide office space, all necessary computer resources (including required software), and telecommunications equipment (commercial/secure telephones, fax machines) to support the on-site contractor personnel.

**6.2 Security.** The contractor shall provide personnel who are TS/SCI cleared with an SSBI in accordance with the NRO Security Manual and DCID 6/4 Personnel Security Standards. In addition, the contractor's staff shall be familiar with the security policies governing the DoD General Service (GENSER) system. The contractor shall ensure compliance with security requirements of the contract, in accordance with the contractor's Security plan.

**6.3 Travel.** At the direction of the Government, members of the contractor's team will be required to travel to locations worldwide, which may include locations and facilities where user operations are occurring, in support of SOW requirements. Contractor travel is to be arranged through the contractor's home office. Contractor travel requests must conform to MSD and other NRO policies regarding domestic and foreign locations and "harm's way." The COTR must approve all travel prior to departure.

**6.4. Computer Skills.** Proficiency in Microsoft Office software applications is required at a minimum. Proficiency in other project planning and database applications is highly desired.

**6.5 Government-Furnished Equipment.** All government provided equipment must be properly accounted for.

**6.6 Shift Work/Extended Hours/Extended Work Week.** At the direction of the Government, members of the contractor's team may be required to work non-standard and extended hours, primarily in support of the requirements of Sections 3.1 and 3.2.

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**UNCLASSIFIED**Appendix A – Acronyms & Abbreviations

ASA	Analyst Support Architecture
ASSET	Automated Scriptor Simulator Exercise Trainer
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance
CAAS	Contract Advisory and Assistance Services
CDRL	Contract Data Requirements List
CIA	Central Intelligence Agency
CONUS	Continental United States
COTR	Contracting Officer's Technical Representative
MSD	Mission Support Directorate
DCID	Director of Central Intelligence Directive
DHS	Department of Homeland Security
DoD	Department of Defense
DIA	Defense Intelligence Agency
DNRO	Director, National Reconnaissance Office
EIT	Electronic and Information Technology
ENTR	Embedded National Tactical Receiver
FAR	Federal Acquisition Regulations
FTE	Full-Time Equivalent
FMFIA	Federal Managers' Financial Integrity Act
GALE	Generic Area Limitation Environment
GENSER	General Service
GFE	Government Furnished Equipment
IC	Intelligence Community
METT	Mobile Education and Training Team
MTT	Mobile Training Team
NDA	Non-Disclosure Agreement
NGA	National Geospatial-Intelligence Agency
NRO	National Reconnaissance Office
NSA	National Security Agency
NWARS-NG	National Wargaming System Next Generation
OCI	Organizational Conflict of Interest
PDD	Presidential Decision Directive
SME	Subject Matter Expert
SOW	Statement of Work
STRED	Standard Tactical Receive Equipment Display
USSTRATCOM	United States Strategic Command

**UNCLASSIFIED**



~~UNCLASSIFIED//FOUO~~LOE #: IN-026  
7/19/2010

## Statement of Work E-2 Hawkeye ENTR CLEON Course Development

~~(U//FOUO)~~ Customer: NRO/MSD [REDACTED]**(U) Course Name:** Hawkeye Web-Based Training Course

**(U) Work Description:** Develop multimedia-based training course covering the basic user functions, configuration, and use of USB ENTR and Smart Mount (ENTR) within the E2C Hawkeye aircraft. Using a combination of existing documentation, ENTR hardware and software, and interviews with Subject Matter Experts (SMEs), this computer-based course will be developed at both the SECRET and Top Secret levels (systems overview modules will change overall classification of course) and hosted on CLEON-SIPRNET, CLEON-JWICS, and CLEON-NMIS servers. The Top Secret module will not be available on SIPRNET. Supplemental related information (i.e., job aides, user manuals) can be made available to students within the course via links to material on the classified wide area networks (WANs).

**(U) Background:** Training for the upcoming ENTR installations within the Hawkeye aircraft is currently underway and is expected to be completed by late summer 2011. Providing a training package with this installation will better prepare aircraft personnel on the installation, configuration, and operation of the ENTR that is replacing MATT.

~~(U//FOUO)~~ **Course Purpose:** The target audience for this course is E2C Hawkeye aircrew that will be required to leverage ENTR within operations. The course will provide an overview and specific functions of the ENTR units that are scheduled to replace the current MATT units in the aircraft. The course will consist of 6 modules that will include: Introduction to the NRO, IBS Overview, hardware and software, USB ENTR operation, and Dashboard software.

**(U) Period of Performance:** Approximately 6 months. Anticipated deliverable of the Hawkeye course is scheduled for December 2010.

**(U) Estimated Start Date:** 1 July 2010 or upon receipt of funds on contract.

**(U) Tasks:****(U) General Tasks**

- Develop Hawkeye course to be hosted on CLEON's GWAN (NMIS), JWICS, and SIPRNET servers in addition to having a distributable CD version of the course.
- Produce Hawkeye training CDROM master upon course development completion.
  - Both the web-based training course and the CDROM will be based on the ENTR application and will consist of 6 modules that will include: Multi Source Integration (MSI) Theory, hardware and software, ENTR operation, and Dashboard software. These modules are subject to change pending instructional design review and initial reviews with subject matter experts.

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MSD BLUERIDGE  
NRO 000-08-C-0063

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LOE #: IN-027  
7/19/2010

## Statement of Work

### Fault Management CLEON Course Development

(U) **Customer:** NRO/System Engineering Directorate (SED), (b)(3)

(U) **Course Name:** Fault Management Web-Based Training Course

(U) **Work Description:** Develop multimedia-based training course covering Fault Management. This course will be developed using a combination of existing documentation provided by SED (b)(3) to include briefing materials, TOR-2009(8591)-14, and interviews with Subject Matter Experts (SMEs). The course will be developed using Flash and will have an overall classification of unclassified. The completed course will be hosted on CLEON-NMIS servers. A CD-based version of the course will also be developed that will emulate the online version of the course to include equivalent testing and certificate of completion upon a student's attainment of 80% or better on the test. Supplemental related information (i.e., job aides, user manuals) can be made available to students within the online course via links to material on the NMIS network.

(U) **Background:** The Fault Management course provides critical knowledge to NRO staff who are involved with mission assurance and the effective application of fault management principles in the development and operation of satellite programs. Fault management is a coordinated process using hardware, software, and ground operations to continue operating or establish a safe space vehicle state when faults occur. This course is within the scope of National Systems training.

(U) **Course Purpose:** The target audience for this course includes System Engineers located within the Systems Engineering Directorate and program offices throughout the NRO, who will be required to understand and implement fault management processes throughout the system lifecycle. The course will provide an overview of fault management, as well as fault management guidelines and design implementation methodology, requirements derivation and allocation, assessments and reviews, and verification approaches and analyses. The course will consist of four (4) modules, each having between 5-10 lessons each. These modules are subject to change pending instructional design review and initial reviews with subject matter experts.

(U) **Period of Performance:** Approximately 3.5 months. Anticipated deliverable of the Fault Management course is scheduled for January 2011 (contingent upon project start date).

(U) **Estimated Start Date:** 1 August 2010 or upon receipt of funds on contract.

(U) **Tasks:**

(U) General Tasks

- Develop Fault Management course to be hosted on CLEON's GWAN (NMIS) in addition to having a distributable CD version of the course.
- Produce Fault Management training CDROM master upon course development completion.
  - Both the web-based training course and the CDROM will contain testing and certificate of completion functionality.

**Course Owner:** After signing this agreement, please provide the original document back to (b)(3) 10 U.S.C. 424 and provide a copy to your finance office for initiating funds transfer. Contract numbers are located on the upper left corner of this cost estimate.

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**(U) STATEMENT OF WORK (SOW)  
FOR  
NATIONAL RECONNAISSANCE OFFICE (NRO)  
DEFENSE INTELLIGENCE INFORMATION ENTERPRISE - FRAMEWORK QUICK  
REACTION CAPABILITY (DI2E-F QRC) MOBILE TRAINING TEAM (MTT)  
SUPPORT FOR CENTCOM AND OTHER DEPLOYING FORCES (U.S. AND NATO)  
23 MARCH 2012**

**I. (U) BACKGROUND:** The National Reconnaissance Office (NRO), Ground Enterprise Directorate (GED), (b)(3) 10 U.S.C. 424 is the Program Management Office (PMO) for the Defense Intelligence Information Enterprise-Framework (DI2E-F) Quick Reaction Capability (QRC) and is therefore responsible for its development and integration, to include training. In order to effectively meet the requirements necessary to adequately train forces on DI2E-F QRC, a comprehensive training plan has been developed that describes the approach and methodology the NRO (b)(3) will use to train CENTCOM and Afghanistan Theater personnel on the DI2E-F QRC capability. DI2E-F QRC training will provide users an intermediate level of competency with DI2E-F QRC. They will become proficient with advanced search options, real time chat monitoring and notification, 2D map manipulation, report creation and user specific widget tool utilization through instructor facilitated scenario exercises. (b)(3) GED/NRO does not have an in-house capability to provide an MTT to meet the aforementioned DI2E-F QRC training requirements and, as such, has requested that the NRO, Mission Support Directorate (MSD), (b)(3) provide personnel to meet this MTT requirement.

**II. (U//FOUO) PURPOSE:** This SOW describes the level of instructional support to be conducted by the NRO MTT in support of DI2E-F QRC. The work provided by the TEG contractors who perform the duties and responsibilities incumbent on the NRO MTT for DI2E-F QRC support is within the scope of the MSD BLUERIDGE Contract SOW. (b)(3) 10 U.S.C. 424  
(b)(3) 10 U.S.C. 424 The period of performance for NRO MTT support is seven (7) months.

**III. (U) DELIVERABLES:** The NRO MTT will be available for travel to Afghanistan to deliver DI2E-F QRC training as required. Between training visits to Afghanistan, this PMO MTT will support pre-deployment training for units identified by CENTCOM on the use of DI2E-F QRC capability. This will include US forces, as well as NATO/ISAF forces/units identified as requiring training prior to deployment.

**IV. (U//FOUO) JUSTIFICATION:** (b)(3) 10 U.S.C. 424  
(b)(3) 10 U.S.C. 424

A separate Contract Line Item Number (CLIN) is required to ensure accurate accounting of funds from NCC.

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**National Reconnaissance Office**

**Mission Support Directorate**

**Distance Learning Support to United States  
Army Intelligence Center of Excellence  
(USAICoE)**

**IAW BLUERIDGE Contract**  
(NRO 000-08-C-0063)

**Statement of Work**

**13 Aug 2010**

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## 1.0 Introduction

**1.1 National Reconnaissance Office (NRO) Mission:** The NRO is a joint organization engaged in the research and development, acquisition, launch and operation of overhead reconnaissance systems necessary to meet the needs of the Intelligence Community and of the Department of Defense. The NRO conducts other activities as directed by the Secretary of Defense and/or the Director of National Intelligence.

**1.2 Mission Support Directorate (MSD) Mission:** Understand user needs to coordinate, integrate, and deliver NRO-wide, responsive solutions. The MSD serves as the primary advisor to the DNRO on user needs, system status, and quick-reaction response to user needs. Within the NRO, the MSD is the focal point for ensuring NRO capabilities provide improved support to military and national users.

### **1.3 Relationships & Interfaces**

**1.3.1 External.** Personnel of the BLUERIDGE contract will interact on a daily basis with external agencies. Examples of the external working relationships include National Security Agency (NSA), Central Intelligence Agency (CIA), National Geospatial-Intelligence Agency (NGA), Defense Intelligence Agency (DIA), the Department of Homeland Security (DHS), Combatant Commands, the Armed Services and their Service staffs, the Joint Staff, and other national, civil, and military users of NRO systems data.

**1.4 Program Objectives.** This effort shall provide instructors and support personnel, well-versed on existing and future NRO systems and data. The contractor shall provide a staff consisting of individuals with skills in a broad range of experience and knowledge of reconnaissance and intelligence systems acquisition, operations, education, training, management, exploitation, and integration, as well as experience and knowledge in planning and executing military operations across the spectrum of air, land, sea and space forces and operations involving civil and national users. This work force shall be fluent in NRO systems to include architectures, constellations, sensors, dissemination, exploitation, collection management, and derived intelligence products. This work force shall also provide instructors and support personnel, well-versed on existing and future NRO systems and data. Finally, this work force shall be familiar with government and military staff procedures and the national space and intelligence communities.

## 2.0 Tasks.

The contractor shall provide Contract Advisory and Assistance Services (CAAS) and Non-CAAS support as an integral part of the MSD military/civilian/contractor team to accomplish the MSD mission in the task and sub-task areas of Section 3. Not all tasks are required to be performed at all times. Tasks contained in this SOW define functional areas and will support MSD requirements within whatever MSD organizational structure exists when tasks and sub-tasks are assigned by government task officers with the Contracting Officer's Technical Representative (COTR) concurrence. The contractor shall comply with official Government notifications regarding changes in priorities and resource allocation. The Government estimates

the level of effort to fulfill the requirements of Sections 2.1 to be [REDACTED] Full-Time Equivalents (FTE).

The contractor shall:

**2.1 Provide education and training services and products.**

**2.1.1 Provide education and training.** Education is in reference to primarily knowledge-based awareness and learning – for example, understanding the uses, capabilities, and limitations of NRO systems, data, and derived intelligence products, including support to operations. This is usually accomplished by an instructor in a classroom environment, but can also be done through distance learning, computer-based training, and instructional products such as manuals and videos. Training is in reference primarily to skills-based tasks – training operators how to operate specific equipment, data processors, and hardware/software applications, for example but not limited to, GALE-Lite (Generic Area Limitation Environment) or Automated Scriptor Simulator Exercise Trainer (ASSET). This is usually accomplished by an instructor providing direct, “hands-on,” teaching and demonstration in a classroom, lab, or operational environment, but can also be done through distance learning, computer-based training, and instructional products such as manuals and videos. Education and training efforts often require temporary duty away from the NRO to provide services and products at user locations both within and outside of the Continental United States (CONUS), including schoolhouses, training centers, and operational units. Temporary duty may involve individual instructors, or be part of Mobile Education and Training Teams (METT) for deployed units and Mobile Training Teams (MTT) for units preparing to deploy.

**2.1.1.1 Production and dissemination.** Produce, publish, and disseminate instructional materials and products, electronically and via hard-copy, to include manuals, curricula, videos, multimedia and graphic arts products, briefings, presentations, and computer-based training. (Non-CAAS)

**2.1.1.2 Distance learning and computer-based training.** Operate and maintain a web-based, on-line distance learning program, to include content development, web design, multimedia design, graphic arts, data and network management, instructional systems design, and learning management system operation. Develop and disseminate computer-based instructional products and courses. As directed, interface and partner with other NRO directorates, Mission Partners, and users to enhance the distance learning program and interoperability with other programs. (Non-CAAS)

### 3.0 Special Considerations

**3.1 Security.** The contractor shall provide personnel who are TS/SCI cleared with an SSBI in accordance with the NRO Security Manual and DCID 6/4 Personnel Security Standards. In addition, the contractor's staff shall be familiar with the security policies governing the DoD General Service (GENSER) system. The contractor shall ensure compliance with security requirements of the contract, in accordance with the contractor's Security plan.

**3.2 Travel.** At the direction of the Government, members of the contractor's team will be required to travel to locations worldwide, which may include locations and facilities where user operations are occurring, in support of SOW requirements. Contractor travel is to be arranged through the contractor's home office. Contractor travel requests must conform to DDMS and other NRO policies regarding domestic and foreign locations and "harm's way." The COTR must approve all travel prior to departure.



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# STATEMENT OF WORK FOR Specialized Cost Estimating and Earned Value Analysis Support 1 November 2012

## 1. INTRODUCTION

Cost estimation and earned value analysis consist of a wide spectrum of responsibilities and processes associated with projecting and monitoring financial requirements needed to accomplish specific program objectives. Cost estimating functions include: 1) selecting applicable estimating structures, 2) collecting, evaluating, and applying relevant data, 3) developing, choosing, and applying appropriate estimating methods, 4) rolling up all costs into a risk-adjusted, fiscally-spread and escalated cost model, 5) developing summary briefings to be presented to National Reconnaissance Office (NRO) and NRO management, and 6) providing documentation sufficient for a competent analyst to recreate the estimate. Cost estimating tasks encompass a wide range of comprehensive cost studies, including independent cost estimates, affordability trades, architecture studies, and statistical and heuristic risk analyses. These tasks also include technical evaluation of cost model input parameters. The cost estimating process requires a substantial amount of preparatory work to establish and maintain an appropriate cost and technical database and to develop cost estimating methods and tools.

Earned value analysis involves various functions of the earned value management system (EVMS). This includes review of a contractor's financial reporting system to ensure it can generate appropriate levels and accuracies of cost reporting as the contract progresses. It includes support to program managers in establishing and reviewing the performance measurement baseline. Once an EVMS system is approved and the baseline for a program is established, the next step is to review periodic cost performance reports to determine the status of the program against predicted plans and support the generation of estimates at completion. Finally, routine surveillance reviews of a company's EVMS is required to ensure that EVM processes are implemented properly.

As used in this SOW, a space system is defined to include all elements (hardware, software, systems engineering, integration and test, and program management) of the space and ground segments, telecommunications, and operation and maintenance of the ground segment.

Success of the overall NRO mission depends on the cooperation of the various system engineering and technical assistance (SETA) contractors involved in the daily operations of the organization. It involves appropriate coordination by all NRO contractors (and subcontractors, as applicable) to resolve training, cost estimate responsibilities, earned value analysis, data collection, methods and tool development responsibilities, and scheduling conflicts in order to meet NRO task milestones and prevent unnecessary duplication of effort. This coordination is known as the "One Team" concept.

### 1.1. Purpose

The purpose of this contract is to obtain the necessary SETA support to satisfy all NRO space system cost estimating and earned value analysis requirements.

### 1.2. Background

The NRO mission is to provide cost estimating and earned value analysis for the Director, NRO and program offices acquiring NRO systems and technologies. These estimates and analyses must be prepared independently from the office conducting the acquisition in order to remain objective and free from potential bias. Historically, the NRO has used multiple SETA contracts to perform the bulk of this effort.

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### 1.3. Scope

The scope of this effort is to provide specialized "One Team" support to the NRO ~~(b)(3) USC 424~~ in all of the following areas: cost estimating and earned value analysis, data collection, methods development, and model development. The period of performance will end on 30 September, 2014. The effort requires the appropriate skills and experience mix to perform in all of the following areas:

- a. Development of space system independent life cycle cost estimates in support of NRO ~~(b)(3) USC 424~~ independent cost estimates (ICEs), budgetary support activities, trade studies, architecture assessments, NRO source selections, and other special studies as required by the NRO ~~(b)(3) USC 424~~ and associated documentation to support all work effort.
- b. Conduct earned value analysis through application of EVMS principles in performing integrated baseline reviews, joint surveillance reviews, analysis of EVM data, and development of tools to enhance analysis capabilities. It also includes development of NRO EVM-related policies, directives, and instructions as well as development and presentation of formal training classes in EVMS areas.
- c. Development and documentation of the cost infrastructure and estimating processes that enable the NRO ~~(b)(3) USC 424~~ to provide enhanced cost estimating and analysis support to NRO programs and organizations.
- d. Collection, organization, normalization, analysis, and documentation of cost, technical, and programmatic data related to a wide spectrum of space systems. This requires routine time-critical support, as well as regularly-scheduled meetings.
- e. Development of methods that are needed to improve NRO ~~(b)(3) USC 424~~ cost estimating methodologies and cost risk assessment techniques. Assist in the methods development and documentation associated with each area.
- f. Management and reporting of the SOW tasks, funds expenditures, and other management responsibilities described in the SOW.
- g. Maintain knowledge of state of the art space system technologies and their relationship to program costs.

The government estimates the scope of requirements 3.1 – 3.9, with the exception of 3.4 (Specified Services) to equate to approximately ~~(b)(3) USC 424~~ FTE over the 23 month period of performance.

## 2. APPLICABLE DOCUMENTS

### 2.1. Compliance Documents

None.

### 2.2. Reference Documents

NRO Corporate Business Process Instruction (CBPI) 10-3, 28 June 2011, Earned Value Management  
NRO Corporate Business Process Instruction (CBPI) 10-4, 20 July 2011, Independent Cost Analysis

## 3. REQUIREMENTS

The contractor shall perform the following tasks:

### 3.1. Develop Independent Cost Estimates

Using NRO ~~(b)(3) USC 424~~ tools and estimating methods, prepare independent life cycle cost estimates defined in CBPI 10-4, and other cost studies as directed by the Contracting Officer's Technical Representative (COTR). These estimates include hardware, software, and level of effort tasks. Document all cost estimates performed in accordance with current NRO ~~(b)(3) USC 424~~ policy. Perform quality control of all products before delivery to the Government for review and approval by NRO ~~(b)(3) USC 424~~ staff.

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Participate in technical discussions with program office staff and development contractors, as required by the COTR, to develop and document the appropriate inputs needed to exercise NRO ~~SECRET~~ cost tools and estimating models.

### **3.2. Develop and Enhance Cost Models and Methodologies**

#### **3.2.1. Methods Development**

Conduct research, organize relevant data, develop new cost methods/techniques, and update existing cost estimating relationships (CERs). Using the NRO ~~SECRET~~ toolset, generate new CERs and accompanying documentation for use by NRO ~~SECRET~~ analysts. Analyze procedures that take into account the impact of changes in manufacturing technologies and differing methods of pricing and contracting (e.g., production rates, production concurrence, competition, multi-year procurement). Conduct a peer review of products and associated documentation developed under this task and submit to the Government for approval.

#### **3.2.2. Model Development**

Continue the development of NRO ~~SECRET~~ models by combining various cost methods into a total, time-phased, inflated, risk-adjusted cost estimate. Document the model results. Conduct a peer review of products and associated documentation developed under this task and submit to the Government for approval.

### **3.3. Data Collection**

Plan, conduct, and document the collection of cost, technical, and programmatic data on NRO and other programs. Collect, organize, normalize, analyze, and document cost, technical, and programmatic data related to a wide spectrum of space and ground systems. In concert with the Government, establish collection priorities and document them in a milestone schedule of collection events. Provide inputs to the data collection schedule. Provide inputs to data collection statements of work as required by the COTR.

### **3.4. Specified Services**

Perform and deliver specified studies in the form of individual sub-tasks (specified below). These specified studies shall be explicit in scope, have a specific duration and measurable milestones, and result in specific deliverables and associated documentation to the COTR. The deliverables are intended to augment the current NRO ~~SECRET~~ data and methods infrastructure and will support a variety of estimating efforts. Conduct a peer review of sub-task deliverables and associated documentation developed under this task, and then submit to the Government for approval on the dates specified.

Deliverables associated with all Specified Services are defined in CDRL A04.

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### 3.4.1. Data Collection And Normalization

- 3.4.1.1. Requirement: Collect data and develop a normalization workbook for specified systems (see classified appendix to SOW).
- 3.4.1.2. Direction:
  - 3.4.1.2.1. Develop normalization workbook containing Final Normalized Cost, Hardware Metrics and Software metrics pages
  - 3.4.1.2.2. Parse into SCATTR
  - 3.4.1.2.3. Analyze data to determine Data Quality
  - 3.4.1.2.4. Calibrate data for future use in CERs and for future estimates
  - 3.4.1.2.5. Develop "Sharepoint" site to document data collection & normalization efforts as well as house collected technical and programmatic data.
- 3.4.1.3. Schedule: (see classified appendix to SOW).
- 3.4.1.4. Travel Requirements: Potential trip to (b)(7)(D), (b)(7)(S), 4.24

### 3.4.2. Specified Non-Recurring (NR) CER Development

- 3.4.2.1. Requirement: Conduct research, organize relevant data; develop new cost methods and techniques; and update existing cost estimating relationships (CERs). Using the NRO (b)(7)(D), (b)(7)(S), 4.24 toolset, generate new CERs and accompanying documentation for use by NRO (b)(7)(D), (b)(7)(S), 4.24 analysts. Conduct a review of products and associated documentation developed under this task and submit to the Government for approval. CERs are to be delivered for Electromechanical, (b)(7)(D), (b)(7)(S), 4.24 Electrical, Optics, and Ground System SEITPM.
- 3.4.2.2. Direction:
  - 3.4.2.2.1. Collect and review appropriate data and any prior CERs. Identify additional applicable data collected and update the database and results. Evaluate results based on the expanded dataset.
  - 3.4.2.2.2. Collect, normalize, and consolidate supporting data into CER repository in SCATTR.
  - 3.4.2.2.3. Conduct a brief literature search focused on identification of influential data points.
  - 3.4.2.2.4. Evaluate the statistical validity of available data to characterize relationships between data elements and cost, culminating in recommended estimating methodologies
  - 3.4.2.2.5. Prepare a briefing package summarizing results of the Study, identifying the recommended cost estimating methodology to be utilized
  - 3.4.2.2.6. Prepare a briefing package summarizing the results of CER effort and associated documentation
- 3.4.2.3. Schedule: Tasks will be completed Oct 20, 2013. Ground System SEITPM tasks will be completed by Oct 20, 2014.
- 3.4.2.4. Travel Requirements: None.

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### 3.4.3. Specified Recurring (REC) CER Development

3.4.3.1. Requirement: Conduct research, organize relevant data; develop new cost methods and techniques; and update existing cost estimating relationships (CERs). Using the NRO [REDACTED] toolset, generate new CERs and accompanying documentation for use by NRO [REDACTED] analysts. Conduct a review of products and associated documentation developed under this task and submit to the Government for approval. CERs are to be delivered for Deployment Drives, Microwave Plumbing Components, Magnetometers, Propulsion Tanks, SIGINT Feeds, SIGINT Preamplifiers, Waveguide Assemblies, and COMM and SIGINT RF payloads.

3.4.3.2. Direction:

3.4.3.2.1. Collect and review appropriate data and any prior CERs. Identify additional applicable data collected and update the database and results. Evaluate results based on the expanded dataset.

3.4.3.2.2. Collect, normalize, and consolidate data into SCATTR.

3.4.3.2.3. Conduct a brief literature search focused on identification of influential data points.

3.4.3.2.4. Evaluate the statistical validity of available data to characterize relationships between data elements and cost, culminating in recommended estimating methodologies

3.4.3.2.5. Prepare a briefing package summarizing results of the Study, identifying the recommended cost estimating methodology to be utilized

3.4.3.2.6. Prepare a briefing package summarizing the results of CER effort and associated documentation

3.4.3.3. Schedule: Tasks will be completed Oct 20, 2014.

3.4.3.4. Travel Requirements: None.

### 3.4.4. Ground Cost Driver Analysis

3.4.4.1. Requirement: Conduct research, organize and review relevant data, hypothesize cost drivers, new estimating methods and models and identify additional data needs.

3.4.4.2. Direction:

3.4.4.2.1. Develop a study plan outlining planned research and review activities

3.4.4.2.2. Brief study plan to NRO [REDACTED] GED [REDACTED] Lead

3.4.4.2.3. Based on direction from GED [REDACTED] Lead concerning areas to focus on, conduct a brief literature review and identify alternative approaches employed across the NRO, IC and DOD estimating groups to develop ground cost estimates

3.4.4.2.4. Hypothesize cost drivers and independent variables that provide explanatory value for ground cost estimating efforts

3.4.4.2.5. Propose approach/effort to mature data collection, cost metrics, methods, and models

3.4.4.2.6. Prepare a report and briefing package summarizing the results of the study. Recommend changes to the NRO [REDACTED] ground data worksheets for data collection and basis of estimate.

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3.4.4.3. Schedule: All tasks will be completed Oct 20, 2013.

3.4.4.4. Travel Requirements: None.

### **3.4.5. Ground Schedule & Phasing Analysis**

3.4.5.1. Requirement: Develop Ground schedule and phasing recommendations/methods/models to support future NRO estimates of GED development blocks and increments.

3.4.5.2. Background: The Ground Enterprise Directorate has formalized its acquisitions into MSAs that seek to streamline and consolidate ground infrastructure, mission planning and control and mission processing. This approach supports the introduction of new space vehicles through a block/increment based approach.

3.4.5.3. Direction:

3.4.5.3.1. Collect ground time-phased expenditure and technical milestone data for ground-segment contracts

3.4.5.3.2. Conduct in-depth analysis of individual programs

3.4.5.3.3. Investigate alternative approaches to model ground-phasing

3.4.5.3.4. Develop ground-phasing recommendations/methods/models

3.4.5.3.5. Develop MS Excel based ground-phasing estimating tools

3.4.5.3.6. Document results.

3.4.5.4. Schedule: All tasks will be completed Oct 20, 2013.

3.4.5.5. Travel Requirements: None.

### **3.4.6. Rates Database**

3.4.6.1. Requirement: Update and document the Ground labor rate database developed during the development of GED Increment 1.2 ACP.

3.4.6.2. Direction:

3.4.6.2.1. Collect and review additional labor data

3.4.6.2.2. Develop company specific labor rates by category and region

3.4.6.2.3. Develop labor rates at the national and regional level by category

3.4.6.2.4. Document sources

3.4.6.3. Schedule: All tasks will be completed Oct 20, 2014.

3.4.6.4. Travel Requirements: None.

### **3.4.7. EAC Growth Study**


3.4.7.1. Requirement: There is a continued need to expand on the study performed in FY12 which takes a look at EAC growth over time in which a model was developed at the space system level to predict typical amounts of growth to contracts given a point in time. This model will be used to adjust actual for programs that not yet complete but are used for estimates. This study will serve to expand the effort to a lower WBS level. Additionally, as part of this study, the team should investigate other potential future uses and products from this vast database.

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~~SECRET//TK//REL TO USA, FVEY~~~~UNCLASSIFIED~~**3.4.7.2. Direction:**

- 3.4.7.2.1. Investigate the feasibility of developing a tool to automate pulling data into the database; provide recommendation to GPOC
  - 3.4.7.2.2. Populate the database with BCWPcum and BAC data at the appropriate levels to explore using H/W and SEITPM percent complete correlations to improve the 2012 EAC Growth model
  - 3.4.7.2.3. Add additional independent variables into the database like mission type, etc. and expand the database to include bus and payload level WBS indentures
  - 3.4.7.2.4. Update the 2012 analysis and develop models for bus and payload
  - 3.4.7.2.5. Document and present recommended models
  - 3.4.7.2.6. Document in a report other potential uses of the database for future study and methods development
- 3.4.7.3. Schedule: All tasks shall be completed Aug 20, 2013.
- 3.4.7.4. Travel Requirements: None.

**3.4.8. EAC Growth Future Study**

- 3.4.8.1. Requirement: Scholarly research & recommendations for future efforts vice known product. After reviewing EAC Growth Study product in Aug., review task plan to include EVM and ground team input, phase 2 ground study.
- 3.4.8.2. Direction:
- 3.4.8.2.1. Perform research of other EAC growth studies and findings. Review current NRO EAC data and results of EAC Growth Study. Provide a document with recommendations for future efforts for NRO  to consider.
- 3.4.8.3. Schedule: All tasks shall be completed Oct 20, 2014.
- 3.4.8.4. Travel Requirements: None.

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### 3.4.9. Space Schedule & Phasing Analysis

3.4.9.1. Requirement: Build on the continuum of space schedule estimating and phasing knowledge and methods. There is a growing need to estimate schedules for adjunct and other hosted payloads.

3.4.9.2. Direction:

3.4.9.2.1. Perform data collection, normalization, and database updates

3.4.9.2.2. Perform analysis to revise existing methods as appropriate

3.4.9.2.3. Review and evaluate performance of NR/R phasing method developed in 2012

3.4.9.2.4. Develop schedule estimating models for adjunct payloads and other technically driven insertions onto host platforms

3.4.9.3. Schedule: All tasks will be completed Oct 20, 2014.

3.4.9.4. Travel Requirements: None.

### 3.4.10. Ground Terminals Database

3.4.10.1. Requirement: Establish a centralized data source for Ground Terminals and "Ground Stations," containing normalized costs and summarized hardware and software descriptions. Effort will concentrate on Ground Terminal acquisition, update/refurbishment, and O&M, to include hardware and software scope of ground installations from Civil Works/Facilities/Antenna to the Network Interface and the directly associated infrastructure.

3.4.10.2. Direction:

3.4.10.2.1. Finalize the collection of all available Ground Terminal data.

3.4.10.2.2. Normalize and analyze the available Ground Terminal data

3.4.10.2.3. Identify potential estimating variables and relationships

3.4.10.2.4. Develop Ground Terminal Estimating Methods (CERs and statistics as appropriate)

3.4.10.2.5. Document Ground Terminal Methods

3.4.10.3. Schedule: All tasks will be completed Oct 20, 2013

3.4.10.4. Travel Requirements: None.

### 3.4.11. SWBS Data Conversion - Data Review

3.4.11.1. Requirement: Map Actual normalized cost workbooks in SCATTR to the NRO b6  
b7C  
b7D v 3.0 SWBS. Programs listed in the Raw section of SCATTR do not need to be updated to SWBS 3.0. Worksheets in each normalization workbook that need to be updated to SWBS v. 3.0 are the Final Normalized Cost Worksheet, the Space/Ground Hardware Metrics Worksheet, and the Space/Ground Software Metrics Worksheet. See Classified SOW Annex for list of programs.

3.4.11.2. Direction:

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- 3.4.11.2.1. Use SCATTR to automatically map final normalized cost worksheet to SWBS v. 3.0. (NOTE: In the event the SWBS data conversion tool is not available or functional one month after start of this SOW period of performance this SOW requirement will be revisited.)
- 3.4.11.2.2. Taking the results from SCATTR the NRO (b)(7)(F), (b)(7)(G), (b)(7)(H), (b)(7)(I), (b)(7)(J), (b)(7)(K), (b)(7)(L), (b)(7)(M), (b)(7)(N), (b)(7)(O), (b)(7)(P), (b)(7)(Q), (b)(7)(R), (b)(7)(S), (b)(7)(T), (b)(7)(U), (b)(7)(V), (b)(7)(W), (b)(7)(X), (b)(7)(Y), (b)(7)(Z) analyst will review the mappings suggested by SCATTR, make any necessary changes, and manually remap WBS elements that the SCATTR tool could not map to SWBS v. 3.0. Review and approve the modification to mappings from SCATTR SWBS to SWBS 3.0 on the final normalized cost worksheet.
- 3.4.11.2.3. Review SW metrics, space HW metrics, and ground metrics sheet for consistency to SWBS 3.0. Make the necessary modifications to ensure these tabs are using the correct SWBS elements found in SWBS 3.0.
- 3.4.11.2.4. Have an independent analyst perform a quality review against the revised mapping on the final normalized cost, software metrics, hardware metrics, and ground metrics worksheets.
- 3.4.11.2.5. Parse workbook back into SCATTR and save normalization workbook to the programs page.
- 3.4.11.3. Schedule: All tasks will be completed 30 September, 2013
- 3.4.11.4. Travel Requirements: None.

### **3.4.12. COTS HW/SW SEIT/PM & Maintenance Analysis**

- 3.4.12.1. Requirement: Develop ground methods, factors and CERs to estimate COTS HW and SW maintenance and the SEIT/PM associated with COTS HW and SW development and maintenance.
- 3.4.12.2. Direction:
  - 3.4.12.2.1. Collect and review appropriate data and any prior methods, factors or CERs. Identify additional applicable data collected and update the database and results. Evaluate results based on the expanded dataset.
  - 3.4.12.2.2. Evaluate the depth of the available data, develop appropriate methods, factors or CERs and their statistical validity.
  - 3.4.12.2.3. Prepare a briefing package summarizing the results of the analysis. Document findings.
- 3.4.12.3. Schedule: All tasks will be completed Oct 20, 2014.
- 3.4.12.4. Travel Requirements: None

## **3.5. Earned Value Management Analysis**

### **3.5.1. Program Support**

Conduct earned value management assessments of NRO programs. This task includes routine joint surveillance reviews (JSRs), integrated baseline reviews (IBRs), independent program assessments, NRO program management and business reviews, evaluation of language in requests for proposal and contracts, independent data analysis, and training on JSRs and IBRs. Facilitate the use of EVM across the NRO through development of best practices, lessons learned, guides, contract and solicitation review support, and ad-hoc training. Verify contractor compliance with American National Standards Institute/Electronic Industries Alliance Standard 748, Earned Value Management Systems, through

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validation and continued surveillance of existing systems. Maintain documentation of the EVM assessment activities in a contractor-developed format that must be approved by the Government.

### **3.5.2. Management Practices**

Support the development of NRO EVM-related policies, directives, and instructions. Track and verify Government program office compliance with relevant NRO policy regarding implementation of EVMS practices.

### **3.5.3. Outreach to Industry and Other Government Agencies**

Serve as liaison between the NRO Government EVM focal point, industrial base EVM representatives, and other Government representatives on EVM practices.

### **3.5.4. Analysis and Reporting**

Provide analysis and reporting of EVM issues for NRO program offices and oversight organizations. Conduct insight analyses, audit support, and develop EVM tools as required by the COTR in performing these functions.

### **3.5.5. Ad Hoc EVMS Training**

Develop/update training classes on all aspects of earned value management principles. Teach classes to students with a wide spectrum of experience in EVMS.

## **3.6. Other Special Studies**

Perform additional related tasks only as directed by the COTR. These ad hoc tasks shall be specific in scope and related to the tasks identified in the SOW.

## **3.7. Program Management**

### **3.7.1. Establishment of Teams**

SETA staff will be assigned to teams that are established to provide all ~~SECRET//TK//REL TO USA, FVEY~~ support to a specific NRO acquisition and operation directorate, such as SIGINT or IMINT. An informal teaming arrangement will be determined by the Government, with input from SETA Program Managers, in making these team assignments. These teams generally will consist of employees from all SETA contractors, bringing to bear the best skill mix for the mission. Opportunities will exist for analysts to rotate periodically between teams, as appropriate, for professional growth. When a new task is deemed necessary and within scope by the COTR, it will be assigned to the appropriate team, and the Government Team Lead will develop with SETA Program Manager inputs a Task Plan that specifies requirement, scope, direction, staffing/assignments, schedule, and methodology, as applicable. SETA Program Managers will designate a SETA Task Lead. Staffing assignments will be based on the required skill set and availability of personnel. The SETA Task Lead will be responsible for tracking milestones for each task and reporting progress to the Government Team Lead. The SETA Program Managers will be responsible for managing day-to-day workloads of their staff to ensure milestones are met, and highlight conflicts and concerns to the COTR and/or assigned Government Team Lead. All COTR-approved tasks will be performed under the "One Team" requirement.

The "One Team" requirement places responsibility on each contractor to work together to ensure an integrated quality response to tasks, and each contractor is held accountable for the overall performance of the team. This approach requires contractors to take accountability and responsibility to ensure end-to-end performance as a seamless team. The contractor shall collaborate and coordinate with other contractors, and exercise leadership, accountability, and necessary in-scope steps without tasking from

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the Government, to ensure resources are reliable and available and working together to accomplish tasks. The SETA Program Manager shall raise to the COTR any known issues of concern that impede or put performance at risk. In addition, the contractor shall cooperate with the Government and other SETA Program Managers to resolve problems.

### 3.7.2. Associate Contractor Relationships

The contractor shall establish formal associate contractor agreements with other NRO (b)(3) (b)(7)(C) USC 424 contractors within the first 30 days of contract award. During performance of this contract, the contractor shall interface and interact with these associates. The effort shall include, but not be limited to, the following:

- a. To ensure an integrated NRO (b)(3) (b)(7)(C) USC 424 "One Team" the contractor shall be responsible for understanding the methods and applications used and/or developed by the associate contractors for cost estimating and analysis tasks in support of the NRO (b)(3) (b)(7)(C) USC 424. The contractor shall notify the COTR in areas they are aware that duplication exists.
- b. Familiarize the associate contractors with methods and applications used and/or developed by the contractor for cost estimating and cost analysis tasks in support of the NRO (b)(3) (b)(7)(C) USC 424. Familiarize the associate contractors with program history and development of estimating and analysis methods.
- c. Provide input to the Government to assist other NRO (b)(3) (b)(7)(C) USC 424 contractors in developing data collection plans. The contractor shall document potential cost drivers as well as cost and technical areas where additional data are needed.
- d. Work as "One Team" with other NRO (b)(3) (b)(7)(C) USC 424 contractors on tasks that will be under the management of an associate contractor Task Lead. In such cases each contractor is responsible for the quality control of its part of the delivered product and the Task Lead is responsible for the overall product.

### 3.7.3. Non-disclosure Agreement (NDA)

The contractor shall execute an NDA with each current industry company for which proprietary data exists in the NRO (b)(3) (b)(7)(C) USC 424 database. The NDA shall grant the contractor access to the proprietary data held by the NRO (b)(3) (b)(7)(C) USC 424 for the duration of the contract. The contractor shall require each employee working on the contract to sign a company NDA certifying that the employee will take all necessary precautions to preclude any intentional or inadvertent release of data held by the NRO (b)(3) (b)(7)(C) USC 424 to any person or organization outside the NRO (b)(3) (b)(7)(C) USC 424.

### 3.7.4. Daily Management

The contractor's program management activities shall include cost and schedule control, technical guidance, continuity of critical skills, assignment of appropriate skill mix across the entire team, quality control of task results, and presentation of the results to cognizant NRO (b)(3) (b)(7)(C) USC 424 personnel. The contractor also shall provide its own administrative support for all tasks.

### 3.7.5. Work Location

All members of the contractor's team shall be collocated with the NRO (b)(3) (b)(7)(C) USC 424 in its Chantilly, Virginia facility. All work effort billed to this contract shall be accomplished at Government facilities in the Chantilly, VA area or on Government-directed travel, unless approved in writing in advance by the COTR (for example, the COTR will entertain requests concerning an alternate work location for those performing "Specified Services" tasks in section 3.4). All personnel working this contract are expected to reside in the Washington Metropolitan Area unless approved in advance by the COTR.

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### 3.8. Other Direct Costs

Other direct costs (ODC) for Government-directed travel shall be billed separately under the ODC CLIN for the contract period of performance. Travel costs shall be non-fee-bearing and in compliance with the Joint Travel Regulation.

### 3.9. Security Management

The contractor shall conduct this effort in accordance with the NRO Security Manual (NSM) for Government & Industry, version 2.0, dated 25 September 2007 and the National Industrial Security Program Operations Manual (NISPOM) dated 28 February 2006. Refer to the DD Form 254 (DoD Contract Security Classification Specification) for more detailed security requirements.

The contractor shall include a Security CONOPS as part of the proposal.

The contractor shall maintain a list of all cleared personnel working on the project and identify all security needs or concerns in the monthly status reports.

## 4. DELIVERABLES

### 4.1. Monthly Status Report (CDRL A01)

The contractor shall provide a status report to the COTR by the tenth calendar day of each month. This report shall be an executive summary of the work effort accomplished in the prior month, the work effort planned for the next two months, and any issues that need to be brought to the attention of the Government. The report format shall be submitted electronically in a format provided by the COTR. As a minimum, the report shall include:

- a. Staffing plan: list of full time and part-time employees assigned to the contract, staffing skill and grade mix, expected departures, and future plans.
- b. Contract Status Summary: any contract issues of which the COTR should be aware.
- c. For CLINs 1 and 2: using the Government-provided Excel template, plot proposed cumulative price, planned cumulative price, actual cumulative price, and actual monthly price through the end of the Government fiscal year. Update for each new Government fiscal year. Overlay contract funding and value on this plot.
- d. For CLIN 1: using the Government-provided Excel template, plot proposed cumulative hours, planned cumulative hours, actual cumulative hours, and actual monthly hours displayed through the end of the Government fiscal year. Update for each new Government fiscal year.
- e. For any optional CLINs exercised, provide the same information as in paragraphs c and d above.
- f. Provide a summary of hours expended by SOW task, both by month and cumulative.
- g. Provide a track of staffing and hours from proposal to current.
- h. Provide a list of planned and completed travel, including destination, purpose, and personnel.
- i. Provide comments for the award fee evaluation and a plan of action to address issues identified in the previous award fee evaluation.

### 4.2. Documentation for Completed Estimates (CDRL A02)

At the completion of each estimate, source selection, or special study, the contractor Task Lead shall ensure that all relevant data are categorized, documented, and submitted for in accordance with the current NRO <sup>(10 U.S.C. 424)</sup> documentation policy.

### 4.3. Documentation of Databases, Cost Models, and Cost Methods (CDRL A03)

All databases and cost models/methods developed under this contract shall be delivered with appropriate Government-approved documentation in both electronic and hard copy form. The contractor shall provide revisions to this documentation to incorporate changes to the models/methods. The contractor shall develop relevant documentation formats and submit to the Government for approval. Documentation

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shall include the source code; raw data; description of all analyses; and description of all cost estimating relationships including statistics, data ranges, regression graphs, analogies, cost improvement curves, and applications of the tool.

#### 4.4. Specified Services (CDRL A04)

For specified services, the administrative and required deliverables are shown below:

The contractor shall prepare a monthly status report which is meant to be an executive summary of the work effort accomplished in the prior month, the work effort planned for the next two months (if applicable), and any issues that need to be brought to the attention of the COTR.

As a minimum, the report shall include:

- a listing of all open tasks
- a listing of all tasks closed since the last status report
- for new tasks opened in the previous month, provide a schedule of planned resources for the completion of the task
- a listing of completed/anticipated travel
- cost/hours incurred to date, current month totals, and estimates at completion

A one or two page summary of the delivered task: Problem Statement, Purpose Statement, Scope, Summarized Results, Conclusion

Brief statement outlining the scope of the effort, purpose of the study, and a brief overview of the task.

All databases and cost models/methods developed under this contract shall be delivered with appropriate Government-approved documentation in both electronic and hard copy form. The contractor shall provide revisions to this documentation to incorporate changes to the models/methods. The contractor shall develop relevant documentation formats and submit to the Government for approval. Documentation shall include the source code; raw data; description of all analyses; and description of all cost estimating relationships including statistics, data ranges, regression graphs, analogies, cost improvement curves, and applications of the tool.

#### 4.5. NDA Listing (CDRL A05)

Within calendar 30 days after contract award provide to the COTR a copy of each signed non-disclosure agreement with NRO industry partners. Also provide a listing of all employees working on the contract and a copy of the company NDA signed by each employee. Update the list as necessary as staff members are added to the contract.

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**TASK STATEMENT FOR CLIN 0006**

**CONTRACT # 11-C-0014**

**Task Title:**

(U) (b)(3) 10 U.S.C. 424 [REDACTED] and Payload Requirements Review

**24 April 2012**

**Revision: 1**

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## CHANGE LOG

TITLE: (b)(3) 10 U.S.C. 424 and Payload Requirements Review					
REV	DATE	REV BY	PAGES/PARAGRAPHS AFFECTED	PMG	REMARKS AUTH.
			ALL - INITIAL ISSUE		
1	4/24/2012	(b)(3) 10 U.S.C.	Remove Section 5		
2					
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## 1.0 (U) INTRODUCTION

~~(S//TK//NF)~~ (U) IMINT <sup>(b)(3) 10 U.S.C.</sup> provides technology solutions for transition to IMINT Program Offices for payload development. A principal focus of <sup>(b)(3) 10 U.S.C.</sup> is the development of <sup>(b)(1)1.4c. (b)(3) 10 U.S.C. 424</sup> technologies and payloads that range from <sup>(b)(1)1.4c. (b)(3) 10 U.S.C. 424</sup> expertise is required to support the delivery of these technologies on a schedule that supports Program Office payload development and schedules

~~(S//TK//NOFORN)~~ The first objective of the <sup>(b)(3) 10 U.S.C. 424</sup> is to create the technology base for payload(s) consisting of <sup>(b)(1)1.4c. (b)(3) 10 U.S.C. 424</sup> for the <sup>S.C. 424</sup> imaging architecture that takes advantage of modern design approaches to produce a system with lower cost while improving reliability and performance over heritage <sup>(b)(1)1.4c. (b)(3) 10 U.S.C. 424</sup> systems. The <sup>(b)(1)1.4c. (b)(3) 10 U.S.C. 424</sup> design will focus on developing and incorporating advanced <sup>(b)(1)1.4c. (b)(3) 10 U.S.C. 424</sup> technology, and demonstrate the suitability of this design. The main program focus will be on the design, development and test of the <sup>(b)(1)1.4c. (b)(3) 10 U.S.C. 424</sup> and for a subsystem(s) environment defined by the government.

## 2.0 (U) BACKGROUND

~~(S//TK//NOFORN)~~ The <sup>(b)(3) 10 U.S.C. 424</sup> program will develop the critical technologies and reduce the risk to produce the <sup>(b)(1)1.4c. (b)(3) 10 U.S.C. 424</sup> that will be employed on an advanced subsystem. The key technologies will be developed and demonstrated through design, fabrication, and test of <sup>(b)(1)1.4c. (b)(3) 10 U.S.C. 424</sup> assemblies. These <sup>(b)(3) 10 U.S.C. 424</sup> will have all of the functionality necessary for the full <sup>(b)(3) 10 U.S.C. 424</sup>. The mechanical design will be conceptually compatible with assembly into the full <sup>(b)(3) 10 U.S.C. 424</sup> and compatible with Program Office requirements.

## 3.0 (U) SCOPE OF EFFORT

~~(S//TK//REL)~~ (U) <sup>(b)(3) 10 U.S.C. 424</sup> is a program encompassing <sup>(b)(1)1.4c. (b)(3) 10 U.S.C. 424</sup> development, subsystem concept definition and system trade study tasks. In order to properly initiate a program, it is imperative that sufficient requirements development be undertaken to provide a sound foundation on which to proceed. The Contractor, shall perform requirements review and analysis, technical analyses, and modeling and simulation, and deliver products identified herein.

## 4.0 (U) SOW TASKS

~~(S//TK//REL)~~ (U) The Contractor shall perform the following tasks to define fundamental characteristics of <sup>(b)(1)1.4c. (b)(3) 10 U.S.C. 424</sup> subsystems which could be incorporated into <sup>(b)(3) 10 U.S.C. 424</sup> assemblies. The Contractor shall perform a review of the technical documentation by subject matter experts in the area of <sup>(b)(1)1.4c. (b)(3) 10 U.S.C. 424</sup> and large, complex system integration (vehicle, ground and operations), and assessment of the acquisition strategy, requirements, and schedule. The first review shall be focused on the final drafts to ensure sufficiency of all the technical and programmatic details.

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#### 4.1 (U) Statement(s) of Work

~~(S//TK//REL)~~ (U) The Contractor shall provide sufficient technical expertise to support (b)(3) 10 U.S.C. 424 in the development of various (b)(3) 10 U.S.C. 424 technologies. The Contractor shall assist in reviewing the requirements for statements of work suitable for pre-acquisition for the (b)(3) 10 U.S.C. 424 program. These SOW(s) shall include scope, tasks, technical requirements, deliverables, technical milestones and schedules for the intended Contractor recipients of the program RFP.

#### 4.2 (U) Specification Review

~~(S//TK//REL)~~ (U) The Contractor shall review specification(s) suitable for pre-acquisition of the (b)(3) 10 U.S.C. 424 program. The specification(s) shall include functional and performance requirements. The Contractor shall also consider specification variations based on options (in trade-space) under consideration among stakeholders including mission partners and (b)(1) 4c, (b)(3) 10 U.S.C. 424.

#### 4.3 (U) Supporting Analyses

(U) The Contractor shall perform supporting analyses as required to generate the (b)(3) 10 U.S.C. 424 specification. The Contractor shall:

- Review and provide comments on first order architecture options including format, timing, performance, and layout of the various concepts;
- Conduct analyses and evaluation of existing contractor technologies, leveraging this into the design trade space, and quantifying limits and constraints in the trade-space; and
- Review throughput and timing trades required to define operational modes, performance, and functional specifications.

#### 4.4 (U) Performance Modeling

~~(S//TK//REL)~~ (U) The Contractor shall perform the modeling as required to develop the (b)(3) 10 U.S.C. 424 specification(s) for the reference concepts:

- Dynamic range and sensitivity modeling based on existing MODTRAN and (b)(1) 4c, (b)(3) 10 U.S.C. 424 models
- (b)(1) 4c, (b)(3) 10 U.S.C. 424

#### 4.5 (U) Technology Assessments

~~(S//TK//REL)~~ (U) The Contractor shall review industry technology assessments to determine reasonable constraints to be included in the (b)(3) 10 U.S.C. 424 specification. Constraints shall include, but not be limited to, theoretical limits on (b)(1) 4c, (b)(3) 10 U.S.C. 424 performance, (b)(1) 4c, (b)(3) 10 U.S.C. 424 and power.

#### 5.0 (U) Deliverables

- ~~(S//TK//REL)~~ ➤ (U) Recommend to (b)(3) 10 U.S.C. 424 management and COTR on program schedule, risks, and technical development issues
- (U) Recommended changes to the technical documentation and/or acquisition strategy

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- ~~(S//TK//NF)~~ ➤ ~~(U)~~ Review and analysis of technical milestones to be included in the statements of work for ~~(b)(1) 14c. (b)(3) 10 U.S.C. 424~~ vendors
- ~~(S//TK//NF)~~ ➤ ~~(U)~~ Review and analysis of technical requirements and specifications for each ~~(b)(3) 10 U.S.C. 424~~ type
- ~~(S//TK//NF)~~ ➤ ~~(U)~~ Technical analysis, and modeling and simulation (if required), to verify ~~(b)(1) 14c. (b)(3) 10 U.S.C. 424~~ contractor developed specifications
- (U) If required, modeling and analysis reports describing the methodology and results for each performance aspect related to the specification values
  - (U) Review and analysis of engineering reports on each performance specification

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**Task Title:** ~~(S//TK//REL)~~ (a)(1), (4), (b)(3), 10 U.S.C. 424 **Payload**

## Revision: 2

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CL BY: (b)(7) E.O. 12958  
DECL ON: 25X1 E.O. 12951  
DRV FROM: Multiple Sources

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## 1.0 (U) Introduction

(S//TK//REL) The IMINT [redacted] is responsible for focusing research and development to address NRO geospatial intelligence needs and strategic capability thrusts [redacted] focuses on the NRO IMINT architecture and evaluates the utility and impact of new and emerging technology to the [redacted] provides recommendations to Director, IMINT for possible on-ramps of new capabilities to evolve or revolutionize [redacted] IMINT vehicles [redacted] is also responsible for identifying payloads for the [redacted]

## 2.0 (U) Scope

(S//TK//REL) This task statement describes the support required for the [redacted] [redacted] The scope of services will assist and provide technical expertise to the government customer to review acquisition documentation.

## 3.0 (U) Task Descriptions

(S//TK//REL) [redacted] has identified and received approval to develop the acquisition strategy for the [redacted] The [redacted] study team has developed a draft of the acquisition strategy and the technical documents. The contractor shall perform two (2) reviews of the technical documentation by subject matter experts in the area of [redacted] payloads and large, complex system integration (vehicle, ground and operations), and assessment of the acquisition strategy, requirements, and schedule. The first review shall be focused on the final drafts to ensure sufficiency of all the technical and programmatic details. The intent of the second review is to have senior level personnel with NRO acquisition experience provide an independent assessment of the acquisition strategy and supporting documentation.

(U) The Government estimates no more than [redacted] hours of work to complete the review and deliverables.

## 4.0 (U) Deliverables

(U) Recommended changes and updates to the technical documentation and/or acquisition strategy. Document assessment of final acquisition package and any recommended changes. Assessment can be in the form of a written report or briefing package.

## 5.0 (U) Period of Performance

(U) Period of performance is estimated to be September 2011 through February 2012.

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**STATEMENT OF WORK (SOW)**

**for the**

**Imagery Intelligence Systems Acquisition (IMINT) Directorate  
Chief of Staff (COS) and IMINT Security**

**Contract Advisory & Assistance Services (CAAS)**

**and**

**Non-Contract Advisory & Assistance Services (non-CAAS)  
Contract**

**"JAMBALAYA"**

**1 November 2010**

**REVISION 14**

~~UNCLASSIFIED//SOURCE SELECTION SENSITIVE~~

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**Comment [j1]:** Note that sections 4.11-4.13 were reorganized. 4.12 and 4.13 are no longer within 4.11. I didn't see 4.12 and 4.13 as strictly PM tasks.

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## 1. INTRODUCTION AND BACKGROUND

The mission of the Chief of Staff (COS) Office is to provide business operations support to the National Reconnaissance Office (NRO) Imagery Intelligence Systems Acquisition (IMINT) Directorate. Specifically, the IMINT/COS office provides strategic management, action item management, policy development and coordination, business process management, communications, and human resources support. The IMINT/COS office is comprised of two groups: the Director's Action Group (DAG) and the Support Services Group (SSG).

The mission of the IMINT Security Staff is to provide comprehensive security support, advice and guidance to IMINT Directorate personnel, contractor and mission partners. Specific IMINT security staff functions include assisting in the assessments of secure contractor facilities and information systems; participation in the development of NRO Security policy; and assisting in the formulation of classification guidance. IMINT Security is comprised of both Contractor Program Security Officers (CPSOs) as well as Information System Security Officers (ISSOs).

The majority of the work to be performed is Contract Advisory & Assistance Services (CAAS) support for the IMINT/COS and IMINT Security offices within the NRO IMINT Directorate. Any exception (Non-CAAS) is noted in the individual task description(s). The IMINT/COS and IMINT Security offices are engaged in a variety of activities that span the full range of support required of any large organization involved in the management of large programs. The Contractor is expected to function as an integral part of the IMINT team, including government, Federally Funded Research and Development Centers (FFRDCs) and other contractors, in the following areas: systems engineering, studies and analysis, general management support, financial management, technical and administrative support, program management, program security support and information assurance and information security support.

## 2. TYPE OF EFFORT

### 2.1. IMINT/COS Type of Effort

The Contractor shall interface with and work ongoing and emerging issues in support of the Government to develop and coordinate such plans, reports and documentation as required to satisfy IMINT/COS objectives. Such interactions may include coordination and joint development of various program documents in addition to joint interchanges with others. The CAAS and non-CAAS support shall generally utilize existing organizational documentation, systems, applications, schedules, policies, procedures, and processes as have been established and are currently in effect within the IMINT/COS office.

### 2.2. IMINT Security Type of Effort

The Contractor shall support program security efforts and information security throughout the life cycle of the current major programs in the IMINT Directorate. This may include, reviewing and drafting security documents, preparing program protection plans, creating classification guides, conducting briefings, attending program reviews and providing launch support. In addition, it may include monitoring IMINT information systems for compliance with Director

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of Central Intelligence Directive (DCID) 6/3, Intelligence Community Directive (ICD) 503, and Certification and Accreditation requirements, providing basic Information Technology (IT) support to include, but not limited to: uploads, downloads, scanning and conducting comprehensive IT investigations for data spills.

### 3. SCOPE OF EFFORT

The Contractor shall provide qualified personnel necessary to support contract activities as articulated in this SOW under the general technical direction of the Contracting Officer Technical Representative (COTR). The Contractor shall possess and make available the technical and programmatic expertise to immediately support the IMINT/COS and IMINT Security office at contract award. At the time of contract award, to enable supporting the program and fulfilling requirements for this SOW, 100% of cleared Key and 50% of cleared Non-Key personnel shall be available to start on the first day of the contract (start date) and possess the necessary qualifications and have TOP SECRET SCI (TS//SI//TK) accesses issued by or certified to the NRO.

The Government estimates the level of effort to be (b)(7)(F) Full Time Equivalents (FTEs) to support the IMINT/COS office and (b)(7)(F) FTEs to support the IMINT Security office, for a total of (b)(7)(F) FTEs to support the JAMBALAYA contract. The Offeror is to assume (b)(7)(F) FTE is equivalent to (b)(7)(F) hours.

#### 3.1. Contract Duration

The contract duration to support the IMINT/COS and IMINT Security office is a one year base with four one-year options.

#### 3.2. Place of Performance

The primary place of performance in which the Contractor shall perform all work under this contract will be in government spaces or at contractor-supplied facilities in or near Chantilly, VA, or at a government-leased facility in the Washington Metropolitan Area, unless otherwise directed.

### 4. TASK DESCRIPTIONS

#### 4.1. Director's Action Group (DAG) Support

The Contractor shall provide support to the Director's Action Group (DAG) to assist in the management of action items. This support shall consist of logging internally and externally generated action items, assigning to IMINT offices as appropriate, tracking due dates, gathering responses, coordinating IMINT level responses, and forwarding responses as appropriate. Approximately seventy-five action items per month are assigned, tracked, and coordinated with the IMINT front office. The DAG provides daily coordination between IMINT offices and other NRO directorate DAG teams. These tasks will include, but are not limited to: providing assistance in the development of recommendations on policy issues involving NRO imagery

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systems; developing and presenting IMINT briefing material; end-to-end action item tasking, coordination, management, and recordkeeping; technical expertise in support of action disposition and closure; interfacing with the NRO and its partners to facilitate communication and partnerships; developing and maintaining listings of upcoming IMINT calendar events; and developing and regularly reporting related metrics and performance measures.

**4.2. Management Control**

The Contractor shall provide technical support to maintain and facilitate the Federal Managers Financial Integrity Act (FMFIA) process to include, but are not limited to: keeping abreast of and providing input to NRO processes and instructions; conducting mandatory annual training; providing timely input to related actions; interfacing with other NRO Directorates to facilitate communication and partnerships; and ensuring timely completion of all required documentation. The contractor shall review approximately three NRO corporate business processes per month and provide comments through the IMINT DAG. The contractor shall also provide support for the development, documentation, and maintenance of internal IMINT/COS processes. Approximately four internal processes are reviewed/developed quarterly.

**4.3. IMINT University**

The Contractor shall support the design, implementation, facilitation, and advise management of training for IMINT personnel as part of IMINT University. Tasks will include, but are not limited to: developing, facilitating, conducting, and updating training that supports IMINT personnel in their work and/or professional development (no more than eight instructor-led courses per quarter and development/implementation of one computer-based training per year); facilitating formal and informal information exchange sessions (no more than three brown bag training sessions per quarter); interfacing with the NRO Directorates, NRO University, NRO's partners (i.e., National Geospatial-Intelligence Agency University), and other schools and universities to facilitate communication and partnerships; coordinating with and providing (as needed) subject matter experts (SMEs) for all training development and instruction; conducting needs assessments as required in order to ensure an effective response to training requirements; developing written products; and providing guidance and direction to instructors/briefers. The contractor's IMINT University lead shall be designated Key Personnel.

**4.4. Human Resource Support**

The Contractor shall provide assistance to a variety of Support Services activities. Tasks will include, but are not limited to: announcing, tracking, reviewing, processing, and keeping records of all IMINT award nominations to include arranging the purchase of and obtaining awards (approximately thirty per month); briefing the IMINT Personnel Management Group (IPMG); interfacing with other NRO awards and personnel points of contact to facilitate communication and partnerships; and providing back up support for personnel actions to include tracking evaluations, mid-cycle feedback sessions, manpower, and other personnel functions. At any one time, there are approximately (b)(6), (b)(7)(C) military evaluations and mid-cycle feedbacks being tracked. In addition, back-up support is required to ensure data integrity on up to (b)(6), (b)(7)(C) personnel actions per week and (b)(6), (b)(7)(C) hiring actions per month for (b)(6), (b)(7)(C) personnel databases.

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**4.5. IMINT Data Enterprise Management**

The Contractor shall develop, implement and maintain, with Government oversight, a plan for managing IMINT enterprise data, to include records management. Tasks will include, but are not limited to: providing support for the development of IMINT policy and procedures for IMINT data enterprise management; identifying IMINT records and implementing and maintaining a plan for managing IMINT enterprise data; ensuring that the IMINT plan meets the requirements of, and is compatible with, the NRO Corporate Business Process Instructions; providing training and information to IMINT Directorate personnel; conducting regular records management point of contact (POC) meetings; and interfacing with the Management Services & Operations (MS&O) Directorate and other NRO offices to facilitate communication and partnerships. The Contractor shall meet quarterly with each IMINT Office's Program Records Officers to review status of file plans and ensure file plan updates are submitted to MS&O every eighteen months. Contractor-led training for IMINT Program Records Officers shall be conducted at least quarterly and for IMINT employees annually. Costs associated with these tasks shall be identified as non-CAAS.

**4.6. Graphics, Multimedia and Concept Visualization (CV) Support**

The Contractor shall provide full-service graphics design and development support to the IMINT Directorate. Tasks will include, but are not limited to: maintaining an IMINT graphics standard presentation template; creating and maintaining an archive of presentations; assisting with the design and development of multimedia presentations (a minimum of five per month) as requested by the Government task lead; providing IMINT representation to the NRO Graphics Masters Group; developing, maintaining, and providing technical assistance on a variety of CVs; providing photography and video taping (as needed) for all IMINT functions; and representing IMINT's graphics needs to the NRO Media Services Center and other offices to facilitate communication and partnerships. Costs associated with these tasks shall be identified as non-CAAS.

**4.7. Web Support**

The Contractor shall provide full-service website management and development support to the IMINT Directorate. The contractor shall manage and administer the IMINT enterprise web presence. Tasks will include, but are not limited to: designing, developing, implementing, and maintaining technical support for the IMINT web and its content using a Microsoft SharePoint web environment; establishing a web development environment; developing, maintaining, and enforcing IMINT and NRO web policies, standards, and guidelines; developing and maintaining the IMINT Website Management Plan; providing IMINT representation to the NRO Web Masters Group; providing the IMINT technical web interface to NRO technical entities, including the Communications Directorate and the (b)(3) (U) (S) (C) 424 and other offices to facilitate communication and partnerships; and providing web training and outreach to IMINT staff (a minimum of two brown bag training sessions per year). Costs associated with these tasks shall be identified as non-CAAS.

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**4.8. Contractor Program Security Officer Support (CPSO)**

The Contractor shall provide comprehensive program security support to the IMINT Directorate's major programs. One of these CPSO's will be designated senior to the others and included as key personnel. The Senior CPSO will be responsible for supporting the RESERVE and special access programs. The other CPSO's will support IMINT's legacy and evolving programs. Currently, IMINT Security has a requirement to provide full time CPSO support to [REDACTED] within IMINT.

Tasks will include but are not limited to:

- a. Recommending, maintaining, creating and reviewing security documents, classification guides and policies.
- b. Participating in technical design reviews, working groups, and expert groups as needed to support the IMINT security mission.
- c. Providing support to development of implementation procedures, specified forums and meetings, training, Program Protection Plans and other special studies and ad hoc activities as directed.
- d. Providing effective system-level security support associated with launch and launch planning activities, including trailblazers and launch site support and operations.
- e. Designing, planning and coordinating recommended Operational Security (OPSEC), protection and vulnerability mitigation measures focusing on safety and security of personnel, resources and mission.
- f. Responding to actions that are security related or assigned to IMINT Security and conduct security briefings.
- g. In addition to the above, the senior CPSO will specifically be providing support to RESERVE and special access programs review and create RESERVE and special access classification guides and support testing and new development of IMINT's Research and Technology programs.

**4.9. Information Systems Security Officer Support (ISSO)**

The Contractor shall provide full service information technology (IT) support for IMINT personnel and its mission partners. The ISSO's will support a comprehensive security program for the protection of automated information systems throughout IMINT and our industrial base. The main objective is to ensure that NRO and Intelligence Community standards, policies, practices and procedures are implemented to maximize operational and cost efficiencies. Currently, IMINT Security has a requirement to provide full time ISSO support to [REDACTED] within IMINT as well as to provide full time IMINT Front Office ISSO support for enterprise systems.

Tasks will include but are not limited to:

- a. Assisting in the security certification and accreditation (C&A) of all hardware and software deliveries in support of IMINT programs.
- b. Reviewing and producing required C&A documentation for all IMINT systems; ensure compliance with Director of Central Intelligence Directive (DCID) 6/3, Intelligence Community Directive (ICD) 503 and related documents.

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- c. Monitoring Approvals to Operate (ATO's), Interim Approvals to Operate (IATO's) and deadlines for all IMINT systems in the NRO Enterprise Information Management Online (NEIMO) database and other appropriate databases.
- d. Performing requested uploads/downloads, scanning, software updates, Automated Out-processing & Relocation System (AORS) reviews, Public Key Infrastructure (PKI) vetting, Processing, Portable Electronic Device (PED) registrations, NRO Management Information System/Unclassified Management Information System (NMIS/UMIS) briefings and attend ad hoc meetings.
- e. Conducting comprehensive investigations into all IMINT related data spills and IT incidents at both government and contractor sites.
- f. Providing appropriate security awareness and training and ensure IMINT files are secure.

**4.10. Reach back, Special Studies, Ad Hoc and Surge**

The Contractor shall have the capability to provide reach back subject matter experts to ensure adequate support to the IMINT Front Office, to include GEOINT programs and other supporting requirements. The Contractor shall support special studies, ad hoc, and surge program tasks, as required.

**4.11. Program Management**

The Contractor shall assign a program manager, responsible for all functions specified in this SOW including management support and technical services. This individual is designated key personnel; however, with respect to the effort, the Government views program management to be only a part time function. The Program Manager is responsible for providing the necessary support to fulfill the Government's requirements contained in this SOW. The Program Manager will coordinate the activities of contractor personnel.

These tasks shall include:

- Performing program control activities ensuring that appropriate program progress reports, financial performance reports, and other contractual performance information are provided, as stipulated in the contract, in a timely manner.
- Managing the contract to ensure all tasks are accomplished in a timely and complete manner.
- Ensuring qualified contractor personnel are available, adequately organized and on staff per the applicable Key Personnel and availability agreements. The Contractor shall develop a process for providing contractor personnel, matching contractor personnel to work areas, retaining contractor personnel, and replacing or removing contractor personnel when required. The Contractor shall develop a methodology for assessing priorities and resources when resolving conflicting project requirements.

~~UNCLASSIFIED//SOURCE SELECTION SENSITIVE~~**4.12. Transition Planning**

Transitions shall be managed such that the transition of functions occurs "seamlessly," without interruption or disruption of operations.

**4.12.1. Incoming Transition Plan**

The Contractor's proposal shall include a realistic, time-phased Transition Plan according to the Availability of Cleared Key and Non-Key Personnel in Table 1 for seamless assumption of responsibility for SOW tasks from the incumbent. This transition shall include, but is not be limited to, assumption of all processes and associated, software, files, documents, and any Government Furnished Equipment (GFE), necessary for continued support of IMINT/COS and IMINT Security.

<b>Table 1: Availability of Cleared Key &amp; Non-Key Personnel</b>			
	Day 1 (Contract Start Date)	Day 30	Day 60
Key Personnel:	100%	100%	100%
Non-Key Personnel:	50%	75%	100%

**4.12.2. Outgoing Transition Plan**

The Contractor's proposal shall include a commitment for transition work at the end of the period of performance of this contract to a follow-on contractor under a new contracting vehicle. If given notice prior to the end of the period of performance, the Contractor will be required to submit an outgoing Transition Plan within 30 calendar days following the notification.

**4.13. Reviews and Status Reports**

Per Contract Data Requirements List (CDRL) A001, the Contractor shall submit to the CO, COTR, and Program Control liaison a monthly Contract Funds Status Report (CFSR) that reflects the budgeted hours and costs, the actual hours, FTE and costs (including other direct costs such as travel) versus work performed or accomplished. Any deviations or changes from previously reported data must include cumulative information.

The Contractor shall provide additional contractual status reporting, including periodic reviews and reports and special reviews and reports as requested by the Government. Per CDRL A002, the Contractor shall submit to the CO, COTR and all affiliated customers (as required) any additional reports and presentations, as required.

**5. DELIVERABLES AND SCHEDULE**

The Contractor shall provide copies of all program documentation produced as a result of this effort. In accordance with the Federal Acquisition Regulations (FAR) 52.227-14, the Government will have unlimited rights to all products delivered. The government, prior to publication, will approve the format and content of all documentation. The contractor shall maintain a master copy of all documentation. In addition to the specified deliverables, the contractor shall provide briefings, documentation and reviews, as required in performance of the

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tasks described in this SOW. Technical deliverables shall contain no proprietary data. Any other deliverables that may contain proprietary data shall be marked appropriately.

The Contractor shall have the capability to provide to the CO and COTR, on demand, any products produced under this contract as hardcopy published reports and briefings, on CD-ROM, in fully editable softcopy in formats compatible with the NRO Government Wide Area Network (GWAN).

The Contractor shall coordinate all deliverables, whether originated by the Contractor or requested by the government, prior to delivery to verify the correct format, distribution, and number of copies.

Refer to Table 2 for the list of deliverables by schedule. Additional deliverables will occur throughout the period of performance. Specific deliverables and their associated schedules will be defined as required.

**Table 2: Deliverables and Schedule**

<b>Deliverable</b>	<b>Required Date</b>	<b>Copies</b>	<b>CDRL</b>
Contract Funds Status Report (CFSR)	Monthly – within 25 calendar days after reporting period ends	Electronic	A001
Other Reports and Presentation Development	As Required	Electronic	A002

## 6. SPECIAL CONSIDERATIONS

### 6.1. Key Personnel

Key Personnel shall have the following minimum qualifications:

- 1) Program Manager (Contract Lead) – At minimum a Bachelor's Degree or higher in Management or Engineering required. At least five years experience in Program Management and/or Space Systems Engineering at the NRO or elsewhere within the Intelligence community. Must have excellent communication and writing skills and experience with programs of similar size and scope to include subcontract management.
- 2) IMINT University Training Lead – At least five years experience in Training and/or Instruction at the NRO or elsewhere within the Intelligence community. Must have excellent communication and writing skills, be multi-media proficient, and have experience in design, implementation, facilitation, and management of training and the management of training personnel. A Bachelor's Degree or higher in Management or Engineering is desired.
- 3) Senior Contractor Program Security Officer – Bachelor's Degree or equivalent in experience. At least fifteen years experience as a Program Security Officer at NRO with specialization in supporting RESERVE and/or special access programs. Must have excellent communication and writing skills and experience in creating Security documentation such as classification guides and program protection plans.

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**6.2. Personnel**

At the time of contract award, to enable supporting the program and fulfilling requirements for this SOW, the Contractor shall meet the staffing requirements as outlined in the Scope of Effort.

**6.3. Security Requirements**

All personnel assigned to work on this contract shall be United States citizens.

All personnel assigned to work on this contract, who will be handling classified information, shall have, at a minimum, a TOP SECRET SCI Access (TS//SI//TK), and will be subject to a CI polygraph. The Government shall exercise full and complete control over granting, denying, withholding, or terminating security clearance for contractor employees.

All classified work for this effort will take place within NRO accredited SCIF spaces following NRO-approved physical, technical, personnel and Automated Information Systems security policies and guidelines.

Contractor shall provide sufficient SCIFed office space for any classified work performed at the contractor site, as well as provide space to accommodate efficient communications with IMINT COS and IMINT Security. This space shall be within 5 miles of the NRO headquarters.

Security guidance for this program shall be in accordance with the compliance documents identified in Section 7. The Contractor shall comply with NRO security requirements to ensure proper security issues are addressed and security approval is obtained.

**6.4. Government Furnished Equipment**

Title to any Contractor Acquired Property procured under this contract shall remain vested in the government. The Contractor Acquired Property is accountable Government property.

The Government will make available [REDACTED] office spaces and workstations within the IMINT/COS and IMINT Security office spaces in the Chantilly, Virginia area. For the Contractor personnel located in the IMINT/COS or IMINT Security office spaces, the government will provide the following: office space, office equipment, security support, and parking.

**6.5. Travel**

As an integral part of performing some of the tasks contained in this effort, the Contractor may be required to travel to domestic locations. Travel shall be submitted to the COTR for prior approval. All travel will conform to Federal Travel Regulations in effect at the time the travel is performed.

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**6.6. Training**

Maintaining and upgrading the general technical skills of Contractor personnel is the responsibility of the Contractor and shall be accomplished at no cost to the government. The government will provide training only for NRO, IC, or DoD unique courses not otherwise available in the commercial sector.

**7. APPLICABLE DOCUMENTS**

The Contractor shall comply with the requirements of the following documents and subsequent revisions. These documents must be complied with to accomplish the tasks in this Statement of Work:

**Document Number and Title**

DCID 6/3	Director of Central Intelligence Directive 6/3: Protecting Sensitive Compartmented Information within Information Systems, 05 Jun 99, and Intelligence Community Directive (ICD) 503 and related documents.
DCID 6/9	Director of Central Intelligence Directive 6/9: Physical Security Standards for SCIF, 18 Nov 2002, and Intelligence Community Directive (ICD) 705 and related documents.
NSM	National Reconnaissance Office (NRO) Security Manual
DOD 5220.22-M	National Industrial Security Program Operating Manual (NISPOM)
DOD 5220.22-M-Sup 1	NISPOM Operating Manual Supplement (NISPOMSUP)
NCG	NRO Classification Guide Version 6.0, 21 May 2005
NSD	NRO Standards Document Version 3.0, 13 November 2007
IPCG	IMINT Program Classification Guide, 19 February 2009
DD254	NRO Contract Security Specification

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**TASK STATEMENT FOR CLIN 0006AD  
CONTRACT # 11-C-0014**

**Task Title:**

~~(S//TK//REL)~~

~~(U)~~

~~SECRET//TK//REL TO USA, FVEY~~

**Utility Trade Study**

**28 Jan 2013**

**Revision: N/A**

~~SECRET//TK//REL TO USA, FVEY~~

~~SECRET//TK//REL TO USA, FVEY~~**CHANGE LOG**

<b>Task Title:</b> <del>(b)(3) USC 424</del> <b>Utility Trade Study</b>				
<b>REV</b>	<b>DOCUMENT DATE</b>	<b>REV BY</b>	<b>PAGES AFFECTED</b>	<b>REMARKS RFC/RFW</b>
N/A	28 Jan 2013	<del>(b)(3) USC 424</del>	All	

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## 1.0 (U) Introduction

~~(S//TK//REL)~~ The IMINT ~~(b)(1)(4), (b)(7)(C), (b)(7)(D)~~ is responsible for focusing research and development to address NRO geospatial intelligence (GEOINT) needs and strategic capability thrusts ~~(b)(1)(4), (b)(7)(C), (b)(7)(D)~~ focuses on the NRO IMINT architecture and evaluates the impact of new and emerging technology to the baseline and to the 'to be' architecture ~~(b)(1)(4), (b)(7)(C), (b)(7)(D)~~ provides recommendations to Director, IMINT for possible on-ramps of new capabilities to evolve or revolutionize the constellations of IMINT vehicles. In this context, ~~(b)(1)(4), (b)(7)(C), (b)(7)(D)~~ is examining the potential trade space for the rapid acquisition of low-cost ~~(b)(1)(4), (b)(7)(C), (b)(7)(D)~~ (defined by the ~~(b)(1)(4), (b)(7)(C), (b)(7)(D)~~ the baseline constellation, potentially addressing ~~(b)(1)(4), (b)(7)(C), (b)(7)(D)~~ at low marginal cost.

~~(S//TK//REL)~~ These ~~(b)(1)(4), (b)(7)(C), (b)(7)(D)~~ concepts would capitalize on market improvements in non-developmental ~~(b)(1)(4), (b)(7)(C), (b)(7)(D)~~ subsystems as well as leverage previous industry experience with bus development and system integration for similar types of spacecraft. The Government-selected mission concept requires at a minimum the delivery of ~~(b)(1)(4), (b)(7)(C), (b)(7)(D)~~ has developed preliminary mission concepts, performance parameters, and systems analysis that will be provided to the Contractor, including references to previous ~~(b)(1)(4), (b)(7)(C), (b)(7)(D)~~ work on ~~(b)(1)(4), (b)(7)(C), (b)(7)(D)~~ quality and utility.

## 2.0 (U) Scope

~~(U//FOUO)~~ This task statement describes the support required for a tradespace exploration effort including utility assessment of candidate payload concepts and market survey of potentially applicable non-developmental items. The scope of services includes assisting and providing technical expertise to the Government customer to conduct preliminary trade space exploration, including definition of metrics for mission utility and assessment of the relationship between cost, performance, and risk. The scope also includes the formulation and implementation of a market survey to better understand the trade space for payload performance in terms of real options available for use of non-developmental items or other low risk acquisition strategies.

## 3.0 (U) Task Descriptions

~~(S//TK//REL)~~ ~~(U//FOUO)~~ Objective: Assist and advise the Customer in the definition of relevant performance metrics for mission utility within the cost and schedule constraints and conduct a market survey to better understand options available for how to deliver these performance metrics within the ~~(b)(1)(4), (b)(7)(C), (b)(7)(D)~~ trade space. This information will support Government concept selection and acquisition strategy development, specifically focusing on the need for information about payload systems performance in order to determine the best payload concept to specify in the system acquisition contract.

(U) The Contractor shall:

1. ~~(U//FOUO)~~ Define reference mission and system functional requirements in cooperation with the Government. Develop metrics to assess the utility of system concept(s) in performing its functional requirements, informed by government guidance on previous mission analysis for related concepts.
2. (U) Derive performance parameters from the system functional requirements and conduct trade space exploration to identify boundary conditions for complete satellite designs consistent with the mission concept.

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3. (~~U//FOUO~~) In cooperation with the Government, identify existing mature bus designs available for NRO use and potential sources for payload systems to be integrated on the mature bus designs in order to achieve threshold performance with low risk to the cost and schedule constraints. The Government seeks to minimize additional development work on all aspects of the system in order to minimize cost and schedule resources required.
4. (U) Identify potential sources for spacecraft bus subsystems required to meet derived requirements.
5. (~~U//FOUO~~) Prepare market survey questions for industry that will serve to inform the Government of potential real options for integration of commercial and non-developmental items, including the incorporation of Government guidance on preferred performance trades based on current understanding of the mission concept utility analysis. The market survey results shall quantify predicted performance parameters at the system level as well as identify derived requirements for the spacecraft bus.
6. (U) Implement market survey, to include contact with industry POCs and addressing industry questions during the market survey process through standard market survey practices.
7. (~~U//FOUO~~) Complete a report on the revised understanding of the design trade space resulting from the market survey responses. This report shall include analysis of preferred design concepts and an assessment of which potential vendor(s) are capable of producing the vehicle that best leverages previous investment/NDI and delivers the best mission utility within cost, schedule, and risk constraints.

#### 4.0 (U) Deliverables

(U) The Contractor shall provide the following deliverables.

1. (~~U//FOUO~~) Report of all study results including but not limited to: the analysis of the mission concept and defined system functional requirements; the technical performance metrics derived from the functional requirements; analysis of subsystem derived requirements; identification of existing mature bus design(s) that exist within the cost, schedule, and risk guidance; market survey results that summarize all identified sensor options, including specific non-developmental item options, in comparison to the technical performance metrics; system level analysis that compares benefits and risks of integrating each viable sensor option into a complete system; assessment of relative mission value delivered by each identified option; supporting descriptions of analytical assumptions, methods and results. The results shall also be summarized in an MS PowerPoint appendix for efficient presentation to government stakeholders.

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~~SECRET//TK//REL TO USA, FVEY~~**Appendix A: Performance Trade Space**

~~(S//TK//REL)~~ The IMINT ~~(b)(1)(4), (b)(3)~~ will be a capability-based acquisition within cost and schedule constraints. Therefore, the system performance trade space includes a wide range of acceptable parameter values that represent preliminary mission feasibility analysis rather than formal requirements derivation. This requirements analysis task may refine the performance parameter values in coordination with Government input.

- ~~(S//TK//REL)~~ Cost less than ~~(b)(1)(4), (b)(3)~~ for complete system
  - Launch segment ~~(b)(1)(4), (b)(3), (b)(5) S.C. 4.1~~
  - Space segment ~~(b)(1)(4), (b)(3), (b)(5) U.S.C. 4.1~~
  - Link and ground segment including C2 and data delivery to ~~(b)(1)(4), (b)(3), (b)(5) U.S.C. 4.1~~
- ~~(S//TK//REL)~~ Launch within ~~(b)(1)(4), (b)(3)~~ of program initiation (objective ~~(b)(1)(4), (b)(3)~~)
- ~~(S//TK//REL)~~ Deliver value to the end user, defined as ~~(b)(1)(4), (b)(3), (b)(5) U.S.C.~~ within the below parameter ranges:

**Table 1. (U) System Performance Trade Space (Table is ~~S//TK//REL~~)**

~~(b)(1)(4), (b)(3), (b)(5) U.S.C. 4.1~~

A notional payload design that would fit within this trade space is defined as follows:


**Table 2. (U) Notional Optics Design Parameters (Table is ~~S//TK//REL~~)**

~~(b)(1)(4), (b)(3), (b)(5) U.S.C. 4.1~~

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0014 SOW 4



~~SECRET//TK//REL TO USA, FVEY~~

~~SECRET//TK//REL TO USA, FVEY~~

**SOW FOR (b)(1)(4), (b)(3) STUDY CLIN 0006AC  
CONTRACT # 11-C-0014**

**Task Title:**

~~(S//TK//REL)~~ **(U)** Analysis of (b)(1)(4), (b)(3), (b)(5), (b)(7)(C), (b)(7)(D) Systems

**21 Dec 2012**

**Revision: N/A**

~~SECRET//TK//REL TO USA, FVEY~~



~~SECRET//TK//REL TO USA, FVEY~~**CHANGE LOG**

<b>Task Title: GEOINT Way Forward</b>				
<b>REV</b>	<b>DOCUMENT DATE</b>	<b>REV BY</b>	<b>PAGES AFFECTED</b>	<b>REMARKS RFC/RFW</b>
N/A	21 Dec 2012			

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~~SECRET//TK//REL TO USA, FVEY~~

## 1.0 (U) Introduction

(U) The IMINT [REDACTED] is responsible for focusing research and development to address NRO geospatial intelligence (GEOINT) needs and strategic capability thrusts. [REDACTED] focuses on the NRO IMINT architecture and evaluates the utility and impact of new and emerging technology to the baseline and the future constellation. [REDACTED] provides recommendations to Director, IMINT for possible on-ramps of new capabilities to evolve or revolutionize the constellations of IMINT vehicles.

## 2.0 (U) Scope

~~(S//TK//REL)~~ (U) NRO has started the analysis of alternatives phase in the acquisition of [REDACTED] NTM system, referred to as the [REDACTED]. The scope of services in this task order will assist and provide technical expertise to the Government customer to characterize the performance of candidate [REDACTED] architectures through modeling, simulation and technical analysis. Much of this study builds on the findings in the GEOINT Way Forward Study, executed under the JAMBALAYA Contract and concluded Dec 2012.

## 3.0 (U) Task Descriptions

~~(S//TK//REL)~~ Candidate architectures will include [REDACTED] and [REDACTED] (i.e. [REDACTED] and [REDACTED] as well as [REDACTED] systems. Government expects this effort to evaluate 10-15 alternative architectures, but also anticipates additional architectures to be proposed by outside organizations; the contractor will evaluate these additional architectures as directed by the Government. Additionally, top level analysis of additional or evolved architectures may be required as internal study findings indicate and/or as requirements develop. The Government seeks the contractor's input on design considerations and system requirements changes that will enable a more cost effective architecture that still meets intelligence community's NTM needs.

(U) The Contractor shall:

- 1) ~~(S//TK//REL)~~ Conduct first order analysis of [REDACTED] requirements for each [REDACTED] alternative architecture. Evaluate the impact of various comm. system trades (such as [REDACTED]) [REDACTED]
- 2) (U) Provide recommendations for optimizing of each architecture for given performance requirements.
- 3) (U) Conduct parametric sensitivity analysis as directed to bound technical and architectural trades.
- 4) ~~(S//TK//REL)~~ Provide analysis as required to fully characterize the candidate architectures, to include first order [REDACTED] systems.

~~(S//TK//REL)~~ 5) ~~(U)~~ Model and Analyze the collection performance, in both mechanical and operational collection modeling decks, of each [REDACTED] alternative architecture.

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~~SECRET//TK//REL TO USA, FVEY~~

Operational modeling decks will be

[REDACTED]

[REDACTED]

- 6) (U) Prepare interim findings briefings as directed.

#### **4.0 (U) Deliverables**

(U) The Contractor shall provide the following deliverables:

- 1) (U) Summary Report in MS Power Point format capturing all information and findings from this study including, but not limited to the collection performance of each architecture, in both mechanical and operational decks. The intent of this summary report is to capture all information from this study for future reference so that the knowledge gained in the course of this study remains available for future NTM development efforts. Note that this deliverable is independent of and in addition to interim finding briefings described in paragraph 3.6.

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**TASK STATEMENT FOR CLIN 5AC  
CONTRACT # 11-C-0014**

**Task Title: Implementing the Future C2 Architecture**

**21 September 2012**

**Revision: 1.0**

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## **1.0 Introduction**

The NRO leadership has directed that effort be expended to determine the future C2 architecture, leveraging the current infrastructure developments and industry feedback. This effort should include the execution of Phase A demonstration and proof of concept that will inform the NRO baseline plan. D/NRO directed D/IMINT to proceed with the plan described in the briefing: Recommended P&S and C&T Phase A Demonstration Acquisition Strategy dated 12 September 2012.

## **2.0 Scope**

This task is to support the Government team in the planning of the Phase A future C2 architecture effort and if deemed in the Government's best interest, support the Government team in the planning of a follow-on Phase B effort.

## **3.0 Task Descriptions**

- 3.1 Support the development of materials, to include briefings, required to obtain approval for the Phase A future C2 approach strategy and to engage mission partners
- 3.2 Support the development of the Phase A demonstration inputs and success criteria
- 3.3 Support the development of materials to be used in conducting one-on-one discussions with industry partners to:
  - 3.3.1 Close out SED Enterprise C2 RFI responses
  - 3.3.2 Describe the scope and intent of Phase A
- 3.4 Support the evaluation of Phase A proposals and results of Phase A demonstrations
- 3.5 Support coordination of the Simplified Tasking and Satisfaction Interface IPT products for use in the Phase A demonstration
- 3.6 Support possible follow on activities to develop an acquisition strategy and acquisition plan for any follow-on efforts (i.e. Phase B)

## **4.0 Reporting**

The contractor shall provide formal (i.e. written) and informal (i.e. verbal) progress reports of the support and the activities in association with these efforts monthly and as requested by the Government.

## **5.0 Period of Performance**

The Task Order period of performance shall be 18 months from ATP, covering the planning and execution of the Phase A effort, and planning for follow-on activities.

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**TASK STATEMENT FOR CLIN 0005  
CONTRACT -11-C-0014**

**Task Title: (U) INTERFACES FOR MISSION MANAGEMENT AND  
COMMAND TELEMETRY**

**5 August 2011**

**Revision: N/A**

**UNCLASSIFIED**





**UNCLASSIFIED****1.0 Introduction**

The IMINT Directorate is investigating options and alternatives to address the definition of interfaces between Geospatial Intelligence (GEOINT) mission management and command and control. The transition of legacy command and control functions for existing GEOINT programs to the IMINT Directorate should be assessed. Also, methods to improve GEOINT constellation management should be investigated and recommendations for improvement should be provided to IMINT, GED, and SED leadership.

**2.0 Scope**

Provide an assessment of the GeoEye functional allocation and interface definitions for mission management and command and control, including a comparison to and assessment of the GEOINT baselines of planned and legacy programs. Recommend a plan to transition the command and control functions for legacy GEOINT programs. Support will be provided to NRO IMINT, GED, and SED for these tasks.

**3.0 Task Descriptions**

3.1 This study comprises the following tasks:

- Support an 11 Aug 2011 site visit at the GeoEye Facility to review the company's architecture, concept of operations, and interfaces between mission management and command and control.
- Compare and contrast findings from the GeoEye program to legacy and planned GEOINT program baselines.
- Assess IMINT (b)(3) 10 USC command and control and mission management interface to IMINT (b)(3) 10 USC future efforts.
- Assist in the development of command and control transition plans for legacy GEOINT systems.
- Support working groups/Integrated Product Teams as required.
- Present recommendations and findings to IMINT, GED, and SED leadership through the development of white papers and briefings.
- As directed by the government, support a fact finding trip to further understand GeoEye and NRO GEOINT architectures.
- As directed by the government, support related sessions at the recurring IMINT (b)(3) 10 U.S.C. 424 meetings.

**3.2 Reporting**

The Contractor shall present recommendations and findings through the development of white papers and briefings.

**4.0 Deliverables**

Deliverable schedules and specific information will be jointly established and managed with the Government POCs.

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- 4.1 GeoEye white paper summarizing concept of operations and interfaces 2 weeks after 11 August 2011 meeting.
- 4.2 White paper or briefing comparing and contrasting findings from GeoEye concept of operations and interfaces with future GEOINT baselines. Information should also include a summary of the GeoEye concept of operations and interfaces.
- 4.3 White paper containing quick look assessment for future GEOINT programs. Information should include improvements for GEOINT constellation management.
- 4.4 Initial recommendations for transition plans for legacy systems.

**5.0 Period of Performance**

(U) The Task Order period of performance shall be approximately 5 months from ATP.

**UNCLASSIFIED****Page 4 of 4**

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**TASK STATEMENT FOR CLIN 0006AA  
CONTRACT # 11-C-0014**

**Task Title: (U) GEOINT Way Forward**

**1 August 2012**

**Revision: 4**

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<b>Task Title: GEOINT Way Forward</b>				
<b>REV</b>	<b>DOCUMENT DATE</b>	<b>REV BY</b>	<b>PAGES AFFECTED</b>	<b>REMARKS RFC/RFW</b>
N/A	16 August 2011			
1	4 October 2011	(b)(3) 10 U.S.C. 424	All	Title change, modified the task description and deliverables
2	3 February 2012	(b)(3) 10 U.S.C. 424	4	Clarified Phase 2 description and deliverables and removed Section 5.0
3	10 May 2012	(b)(3) 10 U.S.C. 424	All	Expanded scope of Phase 2 and cancelled Phase 3
4	1 August 2012	(b)(3) 10 U.S.C. 424	All	Incorporated (b)(1) 1.4c (b)(3) 10 in Sections 3.0 and 4.0

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~~SECRET//TK//REL TO USA, FVEY~~

## 1.0 (U) Introduction

~~(S//TK//REL)~~ The IMINT (b)(3) 10 U.S.C. 424 is responsible for focusing research and development to address NRO geospatial intelligence (GEOINT) needs and strategic capability thrusts. (b)(3) 10 focuses on the NRO IMINT architecture and evaluates the utility and impact of new and emerging technology to the baseline and 'to be' constellation. (b)(3) 10 provides recommendations to Director, IMINT for possible on-ramps of new capabilities to evolve or revolutionize (b)(1) 1.4c, (b)(3) 10 U.S.C. 424 IMINT vehicles.

## 2.0 (U) Scope

(U) This task statement describes the support required for GEOINT Way Forward. The scope of services will assist and provide technical expertise to the Government customer to identify intelligence community needs, capability classes, technology, and activities.

## 3.0 (U) Task Descriptions

~~(S//TK//REL)~~ The Contractor shall:

- 1) Characterize the high-level Intelligence Community GEOINT (b)(1) 1.4c, (b)(3) 10 U.S.C. 424 needs for the (b)(3) 10 U.S.C. 424 timeframe from a top-down, mission-driven perspective;
- 2) Determine high-level capability classes required to meet the NRO GEOINT needs;
- 3) Identify the technology needed to satisfy the identified capability classes and determine whether the technology is available (and if available, whether the technology requires Industrial Base preservation) or whether the technology requires maturation.

~~(S//TK//REL)~~ The results of this study will be:

- 1) Integrated into a long-range NRO GEOINT architecture and the NRO GEOINT Roadmap.
- 2) Used to identify study follow-on activities (policy changes, design studies, needs prioritization, etc).
- 3) Provide architecture trade space(s) for satisfying user needs linked to National Intelligence Priority Framework (NIPF) missions.
- 4) Identify classes of GEOINT satellites that individually, or in combination with other IC assets, could affordably provide the desired architecture attributes.

~~(S//TK//REL)~~ The study shall be performed in two (2) phases. The Contractor shall provide a formal written report documenting the findings, an executive summary and executive level brief of each phase to the D/IMINT, IMINT Chief Scientist, and the IMINT (b)(3) 10 USC 424 to gain approval to proceed to the next phase of the study.

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- 1) ~~(S//TK//REL)~~ Phase 1 - Identify ~~(b)(1)1.4c. (b)(3) 10 U.S.C. 424~~ the different GEOINT assets and how each contributes to satisfying the GEOINT requirements; where are there ~~(b)(1)1.4c. (b)(1) 1.4g. (b)(3) 10 U.S.C. 424~~. Perform a comparison of the ~~(b)(1)1.4c. (b)(1) 1.4g. (b)(3) 10 U.S.C. 424~~ with those identified by NRO System Engineering Directorate (SED). If there are differences in the ~~(b)(1)1.4c. (b)(1)1.4g. (b)(3)~~ provide analysis as to why differences exist.

- 2) ~~(S//TK//REL)~~ Phase 2 - Provide recommended changes to the National Technical Means (NTM) constellation (to include but not limited to IMINT GEOINT constellation) to address the ~~(b)(1)1.4c. (b)(3) 10 U.S.C. 424~~ Specifically:
- a. Perform sensitivity analysis to assess ~~(b)(1)1.4c. (b)(3) 10 U.S.C. 424~~ to characterize technology challenges and associated impacts; this will include various parametric evaluations such as ~~(b)(1)1.4c. (b)(3) 10 U.S.C. 424~~ etc;
  - b. Define high-level ~~(b)(1)1.4c. (b)(3)~~ assumptions and portray a day-in-the-life, identifying the performance implications and high-level CONOP of ~~(b)(1)1.4c. (b)(3) 10 U.S.C. 424~~
  - c. Perform modeling and analysis of recommended NTM architectures, using IPBS-14 architecture as a starting point; this will involve determining performance metrics, developing and executing modeling deck/scenarios, performing detailed collection modeling to assess architecture performance, and scoring various proposed NTM architectures;
  - d. Identify space and ground technologies and CONOPs changes to potentially inject into NTM architecture to better address mission needs.
  - e. Perform a ~~(b)(1)1.4c. (b)(3) 10 U.S.C. 424~~ case study to support defining the trade space associated with adding a particular capability to the existing GEOINT architecture. The contractor shall assess the impact to the ~~(b)(1)1.4c. (b)(3) 10 U.S.C. 424~~ performance resulting from changes to the ~~(b)(1)1.4c. (b)(3) 10 U.S.C. 424~~ orbit that would benefit an ~~(b)(1)1.4c. (b)(3) 10 U.S.C. 424~~. The contractor shall quantify the change in collection performance with respect to ~~(b)(1)1.4c. (b)(3) 10 U.S.C. 424~~ SOC-B metrics that would result from a ~~(b)(1)1.4c. (b)(3) 10 U.S.C. 424~~ and ~~(b)(1)1.4c. (b)(3) 10 U.S.C. 424~~ allocation as a function of relaxed SOC-B metrics.

### 3) (U) Phase 3 - Cancelled.

(U) The Contractor will have access to the data from the SSCL ~~(b)(3)~~ Study and other modeling and simulation performed in association with this study, with appropriate non-disclosure agreements, as required. No data or information from this study will be released to anyone outside of the ~~(b)(3) 10 U.S.C. 424~~ Study Team and the IMINT Directorate without expressed approval from D/IMINT or delegate.

## 4.0 (U) Deliverables

~~(S//TK//REL)~~ The Contractor shall provide the following deliverables.

- 1) ~~(S//TK//REL)~~ Phase 1 - A draft and final report documenting the identification and assessment of GEOINT assets that satisfy GEOINT requirements. The final report

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shall include at a minimum an executive summary of their analysis and methodology and assumptions used for the assessment. The Contractor shall provide an executive level brief to the IMINT Management Team and the IMINT (b)(3) which will address and identify the findings as well as the methodology and assumptions.

- 2) ~~(S//TK//REL)~~ Phase 2 - An executive summary, final report, and executive level brief which will address and identify the methodology and assumptions, the results of (b)(1)1.4c. (b)(3) 10 U.S.C. 424 analysis, the high-level (b)(3) CONOP, results of architecture modeling and provide architecture and technology trade space(s) for satisfying user needs linked to NIPF missions, and identify classes of GEOINT satellites that individually, or in combination with other IC assets, could affordably provide the desired architecture attributes. An interim brief shall be provided documenting the performance/capability results and cost findings of (b)(1)1.4c. (b)(3) 10 technologies and their possible implementation into the IMINT architecture. The Contractor shall then provide an executive level brief to the IMINT Management Team and the IMINT (b)(3) which will address and identify the findings as well as the methodology and assumptions.

~~(S//TK//REL)~~ The Contractor shall provide a final briefing on the (b)(1)1.4c. (b)(3) 10 U.S.C. 424 that describes (b)(1)1.4c. (b)(3) 10 U.S.C. 424 as well as (b)(3) availability time as a function of SOC metric relaxation. The final briefing shall be presented to IMINT leadership.

- 3) (U) Phase 3 – Cancelled.

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**UNCLASSIFIED**

**TASK STATEMENT FOR CLIN 0004AA  
CONTRACT -11-C-0014**

**Task Title: (U) IMINT** 

**7 June 2011**

**Revision: N/A**

**UNCLASSIFIED**



## CHANGE LOG

**UNCLASSIFIED**  
**Page 2 of 3**

**UNCLASSIFIED****1.0 (U) Introduction**

(U) The NRO/IMINT Directorate (b)(3) (U.S.C. 424) provides independent expertise and support to the Government on a variety of topics related to IMINT and Geospatial Intelligence (GEOINT). IMINT requires (b)(3) (U) mid to high-level full-time equivalent (FTE) contractor to support two one-day (b)(3) (U) meetings.

**2.0 (U) Scope**

(U) This task statement describes the support required for the IMINT (b)(3) (U). The scope of services will assist and provide technical expertise to the Government Customer related to GEOINT and the IMINT decision process. These members will meet a minimum of two times and shall be responsible to provide the Government Customer with approaches and recommendations on technical matters related to GEOINT.

**3.0 (U) Task Descriptions**

(U) The contractor shall provide (b)(3) (U) mid to high-level FTE as technical expertise to support the IMINT (b)(3) (U). This support may include, but not limited to: defining future GEOINT architectures, shaping strategic relationships, reviewing the IMINT technology investment plan, providing insight into GEOINT activities in the community, and reviewing current programs and special issues. The support will be tailored to the specific needs of the Government Customer in order to provide the technical expertise required to two meetings of the IMINT (b)(3) (U).

**4.0 (U) Deliverables**

(U) Recommendations to the Director of IMINT on organizational and GEOINT issues.

**5.0 (U) Period of Performance**

(U) The Task Order period of performance shall be until 30 Nov 2011.

**6.0 (U) Task Order Dollars Authorized:** Not to exceed (b)(3) (U.S.C. 424)

**UNCLASSIFIED****Page 3 of 3**

**UNCLASSIFIED**

**TASK STATEMENT FOR CLIN 0005  
CONTRACT # 11-C-0014**

**Task Title: (U) IMINT** 

**14 October 2011**

**Revision: 2**

**UNCLASSIFIED**



**UNCLASSIFIED****1.0 (U) Introduction**

(U) The NRO/IMINT Directorate (b)(3), (b)(7)(C), 424 provides independent expertise and support to the Government on a variety of topics related to IMINT and Geospatial Intelligence (GEOINT). IMINT requires approximately (b)(3), (b)(7)(C), mid to high-level full-time equivalents (FTE) to support IMINT (b)(3), (b)(7)(C), meetings.

**2.0 (U) Scope**

(U) This task statement describes the support required for the IMINT (b)(3), (b)(7)(C). The scope of services will assist and provide technical expertise to the Government customer related to GEOINT and the IMINT decision process. These members shall be responsible for providing the Government customer approaches and recommendations on technical matters related to GEOINT.

**3.0 (U) Task Descriptions**

(U) The Contractor shall provide approximately (b)(3), (b)(7)(C), mid to high-level FTE as technical expertise to support the IMINT (b)(3), (b)(7)(C). This support may include, but not limited to: defining future GEOINT architectures, shaping strategic relationships, reviewing the IMINT technology investment plan, providing insight into GEOINT activities in the community, and reviewing current programs and special issues.

(U) The support will be tailored to the specific needs of the Government customer in order to provide the technical expertise required for a minimum of three meetings of the IMINT (b)(3), (b)(7)(C). The schedule (possible to change) is to have (b)(3), (b)(7)(C), FTE support one half-day meeting in summer 2011 and then have (b)(3), (b)(7)(C), FTE support a one-day meeting in November 2011 and a one-day meeting in December 2011.

**4.0 (U) Deliverables**

(U) Recommendations to the Director of IMINT on organizational and GEOINT issues.

**5.0 (U) Period of Performance**

(U) The Task Order period of performance shall be until 31 Dec 2011.

**6.0 (U) Task Order Dollars Authorized:** Not to exceed (b)(3), (b)(7)(C), (to include travel costs).

**UNCLASSIFIED****Page 3 of 3**

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~~(S)~~ Statement of Work  
For

CLIN 0010/0011

System Engineering and Technical Advisor (SETA) Support for  
Program in

(b)(1)1.4c, (b)(3) 10  
U.S.C. 424

(b)(3) 10 U.S.C. 424

(b)(1)1.4c, (b)(3) 10 U.S.C. 424

12 Jan 2011

## 1.0 (U) Introduction

~~(S//TK//NF)~~ The ~~(b)(1)1.4c, (b)(3) 10 U.S.C. 424~~ Program is a multi-year program which develops, maintains and operates a ~~(b)(1)1.4c, (b)(3)~~ communications system. The program has ongoing requirement for system engineering and subject matter expertise to review and evaluation of Contractor provided proposals, technical recommendations, solutions and test results and reports. These system engineers and subject matter experts shall provide recommendations to the ~~(b)(1)1.4c, (b)(3) 10 U.S.C. 424~~ Program Manager and COTRs, and assist with the preparation and execution of documentation for a planned acquisition in FY11/12.

## 2.0 (U) Scope

~~(S//TK//NF)~~ The scope of the effort is to provide acquisition planning, system engineering and subject matter expertise to advise the Government and support to the ~~(b)(1)1.4c, (b)(3) 10 U.S.C. 424~~ Program. Due to the unique program requirements and complexity of the system interfaces, the program requires subject matter experts (SMEs) with technical (hands-on) work experience the areas of ~~(b)(1)1.4c, (b)(3) 10 U.S.C. 424~~ communications, current international communication standards and knowledge of new technologies and waveform algorithms under development or in prototype. The Contractor shall provide by individual or by agile team SMEs to provide the services as described in Section 3.0.

## 3.0 (U) Task Description

### 3.1 (U) Program Management

(U) The Contractor shall provide all Program Management (PM) related to the services delineated within this SOW. This includes but is not limited to: monthly reports, financial status/invoicing status, quarterly status meetings,

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and reporting on personnel resource allocation.

### 3.2 (U) Program Documentation

~~(S//NF)~~ The Contractor shall provide the ~~(b)(1)1.4c, (b)(3) 10~~ Program with monthly progress reports in Contractor format that summarizes the status of tasking, financial status (cost vs expended to date & plans for future costs), and allocation of personnel resources.

### 3.3 (U) System Engineering and Technical Support

~~(S//TK//NF)~~ The Contractor shall conduct and/or lead technical assessments of the ongoing development, transitions to operations, and operations and maintenance of the ~~(b)(1)1.4c, (b)(3) 10~~ Program. These assessments may be focused at key program milestones, or run throughout the program life cycle. Technical support may be required at various meetings such as: Program Status Reviews (PSRs), Program Management Reviews (PMRs), Design Reviews and/or Technical Exchange Meetings (TEMs). The program assessments may include, but are not limited to support to any type of readiness event (e.g., SRR, SDR, PDR, CDR), technology readiness assessment, NRO Acquisition Board, engineering support to an independent cost estimate, anomaly resolution, failure analysis, ad hoc independent review, or any other analysis or assessment as directed by the government.

(U) The Contractor shall conduct, lead or participate in studies or analyses, and planning which support the development or improvement of system performance metrics. Studies may include but are not limited to addressing the efficiency and effectiveness of the program system, segments or components, analyzing the physics of failure of system components or segments, and/or studying improvements to specific system performance parameters or metrics.

~~(S//TK//NF)~~ The Contractor shall provide acquisition planning support for planned FY11/12 competition for the development, production, operations and maintenance of the ~~(b)(1)1.4c, (b)(3) 10~~ Program.

### 4.0 (U) Period of Performance

(U) The base period of performance is 2 years with 3- one year options.

### 5.0 (U) Contractor Personnel Requirements

~~(S//TK//NF)~~ The Contractor shall provide the appropriate skills and experience for support to the ~~(b)(1)1.4c, (b)(3) 10~~ Program. The requirement is for experts with the specific skills and experience to enable them to address organizational,

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management, and the mission assurance and independent assessment technical tasks as delineated in this SOW. Depending on the tasks, some of the personnel requirements may include, but are not limited to:

- a. (U) Recognized subject matter expertise on (b)(3) 10 U.S.C. 424 communications (b)(3) 10 U.S.C. 424 technical issues
- b. (U) Minimum 10 years experience working (b)(3) 10 U.S.C. 424 communications acquisition programs and systems engineering
- c. (U) Current knowledge of NRO organizational, technical and programmatic status and issues
- d. (U) Current knowledge of NRO Acquisition Policies and Process
- e. (U) Has, or can obtain, TS/SCI security clearances with CI polygraph

## 6.0 (U) Performance Location

(S) The contractor shall perform tasks described above within Government facilities or a government-approved contractor facility in or about Chantilly, VA. A portion of the work may be performed during temporary duty (TDY) at offsite locations around (b)(1) 14c (b)(3) 10 U.S.C. 424 as directed by the (b)(1) 14c (b)(3) 10 U.S.C. 424 Program Manager.

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**CLIN 0012**

(b)(3) 10 U.S.C. 424

# **Organizational Review Statement of Work**

**14 September 2011**

**Version 1.0**

*Warning: This document shall not be used for derivative classification*

CL by: (b)(3) 10  
DECL ON: 25X1, 20610823, RRG dated July 2005  
DRV FROM: NRO Classification Guide 6.0, 20 May 2005

**(U) CHANGE LOG**

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2

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**1 (U) INTRODUCTION..... 4**

(b)(3) 10  
U.S.C. ORG REV SOW  
424

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3

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## 1 (U) INTRODUCTION

### 1.1 (U) Purpose

(U) This Statement of Work (SOW) defines all work to be performed by the Contractor to provide support services for the (b)(3) 10 U.S.C. 424 Organizational Review at the National Reconnaissance Office (NRO) (b)(3) 10 U.S.C. 424.

(U) This SOW also defines and documents the tasks and deliverables for the Contractor.

### 1.2 (U) Background

(U) (b)(3) 10 U.S.C. recently went through an intense organizational change and restructuring within the NRO. While the reorganization increased the (b)(3) 10 U.S.C. 424 ability to support national defense, it did not come without cost; the reorganization created an un-integrated structure creating a challenge to both produce an efficient daily operating rhythm and to provide a unified face to its customers. Specifically, the (b)(3) 10 U.S.C. 424 history of organizational restructuring has affected four key areas: customer relationships, portfolio management, internal processes and mission operations.

(U) (b)(3) 10 U.S.C. has (b)(3) 10 U.S.C. major customers for its services, but those (b)(3) 10 U.S.C. customers each have numerous customers behind them who are dependent upon the (b)(3) 10 U.S.C. 424 support in order to carry out their missions. It is imperative for (b)(3) 10 U.S.C. to understand customer requirements, increase customer perceptions of (b)(3) 10 U.S.C. support, and to create an efficient way to satisfy customer requirements.

(U) A critical part of the way that (b)(3) 10 U.S.C. supports its customers is through the continued operations of the capabilities it delivers. However, as the technology, organization, leadership and expectations on (b)(3) 10 U.S.C. 424 have changed, (b)(3) 10 U.S.C. needs to review the (b)(3) 10 U.S.C. itself to determine if it is properly organized and equipped to consistently meet the needs of (b)(3) 10 U.S.C. customers.

(U//FOUO) Currently (b)(3) 10 U.S.C. manages (b)(3) 10 U.S.C. 424 separate systems. Nearly (b)(3) 10 U.S.C. of these programs are centrally and directly executed by the (b)(3) 10 U.S.C. with the remaining (b)(3) 10 U.S.C. executed throughout the NRO enterprise, yet still managed by the (b)(3) 10 U.S.C. Overall the management and integration of these systems has progressed significantly over recent years, particularly in the management of associated programs. However, these systems still operate without a common, integrated approach to governance for the selection, management and evaluation of each system against a set of established strategic qualitative and quantitative criteria. This lack of a well-defined approach to governance in the form of a Portfolio Management framework leaves (b)(3) 10 U.S.C. without the insight it needs to fully understand the strategic value, financial value, resource impact, or risk impact of its systems as a collective set of investments. As a result, (b)(3) 10 U.S.C. ability to make informed decisions regarding the adjustments of current system investments or the feasibility of pursuing new system investments is greatly limited.

(U) As is typical for an organization that has evolved from multiple predecessors, (b)(3) 10 U.S.C. 424 processes reflect its history more than a systematic approach for accomplishing its mission.

(U) This SOW directly addresses the a unique window (b)(3) 10 U.S.C. has with new leadership onboard to examine its current customer relationships, portfolios and processes in order to assess strengths, weaknesses, opportunities and threats as an organization and prioritize the efforts to enhance and integrate operations.

(b)(3) 10 U.S.C. ORG REV SOW

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### 1.3 (U) Scope

(U) The Contractor shall perform the effort defined by the SOW in accordance with the compliance documentation listed in Section 2. The contractor shall:

1. (U) Provide all necessary processes and management skills required to perform analysis, assessments, recommendations and implementations in order to provide (b)(3) Senior Leadership the analysis necessary to make informed decisions regarding investment of resources for useful change implementation.
2. (U) Provide all necessary personnel required to accomplish the tasks and provide all deliverables outlined in this SOW.
3. (U) Provide support to the sponsor as well as support to meetings and prepare documentation as required to accomplish the tasks outlined by this SOW.
4. (U) Plan, organize and control resources and personnel required to successfully complete the tasks outlined by this SOW.
5. (U) Assign a Program Manager for the entire project who will be ultimately responsible for cost, schedule and contract deliverables. The Program Manager will also define project requirements, develop key questions and diagnostic surveys as well as create process audits. Lastly the Program Manager will assign a Task Lead for each work stream; Task Leads will ensure communication with Government Leads is continuous and open.
6. (U) Be responsible for the performance of activities and conduct of all contractor personnel assigned to this effort.

### 1.4 (U) General Requirements

(U) The work performed under this SOW provides the Government with the equipment needed to specifically tailor and scope processes and organizational improvements (b)(3) 10 U.S.C. 424. The assessment will focus on four separate processes:

- Assessment of Customer Relationship
- Assessment of Portfolio Management
- Assessment of (b)(3) Processes
- Assessment of (b)(3) 10 U.S.C. 424

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**2 (U) COMPLIANCE AND REFERENCE DOCUMENTATION****2.1 (U) Program Compliance Documents**

(U) The following documents and their revisions are Government controlled. The specified versions form the baseline for this SOW. In the event of conflict between the documents referenced herein and the contents of this SOW, the requirements of this SOW shall be considered the superseding requirement.

(U) ICD 704	(U) Personnel Security Adjudicative Guidelines for determining eligibility for Access to Sensitive Compartmented Information and Other Controlled Access Program Information.
(U) ICD 705	(U) Sensitive Compartmented Information Facilities, dated 26 May 2010
(U) NCG 6.0	(U) NRO Classification Guide, Version 6.0, dated 15 October 2009
(U) NRO Corporate Business Process Instruction 110-1	(U) Corporate Business Process Instruction 110-1, Foreign Disclosure and Release Instruction, dated 28 Aug 2009
(U) NSM Volume 2.0	(U) NRO Security Manual, dated 25 September 2007, Version 2.0
(U) PSI	(U) Personnel Security Instructions (PSI), dated February 2000
(U) (b)(3) 10 U.S.C. 424	(U) (b)(3) 10 U.S.C. 424

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### 3 (U) PERFORMANCE

#### 3.1 (U) Period of Performance

(U) The Government anticipates that the required tasks and deliverables will be completed in two steps. The first step is to assess Customer Relationships and Portfolio Management; this step should take 60 days after kickoff to complete. This time period is inclusive of any briefing(s) of the recommendations to the (b)(3) 10 U.S.C. 424. The second step is to assess (b)(3) 10 U.S.C. 424 Process and the (b)(3) 10 U.S.C. 424. This step should begin 22 days after kickoff and finish within 75 days. This time period is inclusive of any briefing(s) of the recommendations to the (b)(3) 10 U.S.C. 424. The final report will also be provided to (b)(3) 10 U.S.C. 424 at the completion of task two. Therefore, all work in the contract will be completed within 110 days from ATP. The required tasks and deliverables are noted in Section 3.3.

#### 3.2 (U) Performance Location

(U) All tasks outlined in this SOW shall be performed both on and off-site in Government and contractor facilities. Contractor facilities must be SCIF-accredited. The contractor shall not have permanent work space in Government facilities.

#### 3.3 (U) Contractor Tasks

##### 3.3.1 (U) Customer Relationships:

(U) The Contractor shall:

1. Develop a preliminary baseline of customer perceptions by reviewing documentation and interviewing internal staff who regularly interact with customers.
2. Plan a brief set of customer outreach focus groups that uses the preliminary baseline to determine the desired participants, and determines the content and questions for each session.
3. Validate, reject or modify the hypotheses developed in the preliminary baseline and determine the best opportunities to enhance (b)(3) 10 U.S.C. 424 relationship with its customers.
4. Develop a customer outreach plan for (b)(3) 10 U.S.C. 424 that will outline and assign actions to address the opportunities identified above.
5. Develop a report that provides a detailed description of how (b)(3) 10 U.S.C. 424 customers perceive it and recommendations for how to enhance and maintain those relationships in the future.

##### 3.3.2 (U) Portfolio Management:

(U) The Contractor shall:

1. Perform a diagnostic survey of the (b)(3) 10 U.S.C. 424 systems/organizational landscape to:
  - a. Identify all pertinent (b)(3) 10 U.S.C. 424 systems
  - b. Identify (b)(3) 10 U.S.C. 424 system owners
  - c. Collect basic system information to include system purpose, customer footprint, implementation date, licensing numbers and costs, etc.
2. Perform an analysis of the diagnostic scan to inform and build a meaningful (b)(3) 10 U.S.C. 424 portfolio structure

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3. Define key scoring and evaluation criteria against which to measure and evaluate existing and new (b)(3) system investments
4. Develop a business case template justifying all new (b)(3) system investments to (b)(3) decision authorities
5. Provide the concept of operations and processes for a full-time portfolio manager.

### 3.3.3 (U) Process Audit:

(U) The Contractor shall:

1. Catalogue (b)(3) processes, including the systems those processes use, the measurable data they produce and the structures which manage them.
2. Assess how well:
  - a. (b)(3) processes support its mission how confident that assessment is (given the measurement data that exists);
  - b. The systems in place for a process (whether software packages, database tools, worksheets, or hard-copy workflow documents) support that process;
  - c. (b)(3) leadership and workforce are equipped, incentivized and ready to make changes if needed; and
  - d. (b)(3) governance structures can implement and enforce changes.
3. Develop a set of recommendations for (b)(3) that will outline:
  - a. What processes, if any (b)(3) should target for follow-on process improvement or re-engineering efforts; and
  - b. What additional changes in performance measurement, systems and corporate governance will be necessary to ensure those process improvement and re-engineering efforts produce the results needed by (b)(3)
4. Provide a report that includes a prioritized set of recommended adjustments to (b)(3) processes, as well as the structures that support those processes.

### 3.3.4 (U) Operations Review:

(U) The Contractor shall:

1. Assess how well (b)(3) stated mission requirements map to and support (b)(3) overall requirements and goals and, if necessary, recommend adjustments.
2. Baseline (b)(3) performance against the adjusted requirements.
3. Based on that performance, assess how well (b)(3) current strategy, people, systems and culture fit with its requirements.
4. Develop a prioritized list of changes to address areas of poor fit.

### 3.3.5 (U) Implementation

(U) As requested by the government, the contractor may be available to advise on the implementation of any recommendations or findings. Requests for the Contractor to provide assistance with the implementation of any recommendations or findings will be separately priced and negotiated at a later date. Once the change was awarded, the team's personnel composition will be changed or augmented at that time, to ensure implementation is performed by personnel

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with the proven expertise to complete any required technical, organizational, or programmatic tasking.

#### **4 (U) PROGRAM MANAGEMENT**

##### **4.1 (U) Schedule**

(U) The contractor shall maintain a log of all tasks completed or scheduled and provide the government with a review of these activities upon request. The method of tracking is at the discretion of the contractor; however the reports must be accessible to the government. All documentation will be in MS Office 2007 compatible formats and delivered by hand or via e-mail over the Sponsor-provided (b)(3) 10 U.S.C. 424 classified system.

##### **4.2 (U) Meetings**

(U) The Contractor, along with the (b)(3) 10 CLIN Manager shall plan for and conduct bi-weekly meetings to support the assessment and reviews of customer relationships, portfolio management and process audits. The Government may, at its option, be supported by the Systems Integrator (SI), Systems Engineering and Technical Assistance (SETA) and Federally Funded Research and Development Contractors (FFRDC) at any meetings.

(U) The reviews shall include but are not limited to the following topics:

1. Schedule
2. Staffing
3. Progress toward final recommendations

(U) The kickoff meeting will occur with (b)(3) 10 U.S.C. as soon as possible, but not to exceed two weeks after ATP. The Contractor shall provide a plan outlining the study's way ahead at the kickoff meeting.

##### **4.3 (U) Security**

(U) The Contractor shall:

1. (U) Proactively and diligently manage security of its activities under this contract.
2. (U) Provide security support as directed by the COTR or CLIN Manager and the Government Program Security Officer (PSO).
3. (U) Provide a security program so that all necessary facilities, personnel and procedures comply with approved National Reconnaissance Office (NRO) Security Classification guidance.
4. (U) Any security incident shall be reported to the program office Security Staff as soon as possible, or the next business day after discovery of the event, whichever is sooner. Upon incident notification, the program office Security Staff will provide additional guidance.

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**4.5 (U) Travel**

(U) Only local travel is required for the execution of the tasks contained within this SOW.

**4.6 (U) Organizational Conflict of Interest (OCI)**

(U) In accordance with N52.209-003 and N52.209-004, the Contractor shall disclose to the Government any actual or potential OCI issues as the Contractor becomes aware of an actual or potential OCI issue and shall provide an OCI Mitigation Plan as requested.

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**5 (U) CONTRACT DELIVERABLES REQUIREMENTS SUMMARY****5.1 (U) Deliverables**

(U) The following table defines the Contract Data Requirements List (CDRLs) that are to be delivered to the Sponsor. The Contractor shall provide a final report for each executable task with details describing findings, recommendations and supporting analysis providing solutions for the (b)(3) 10 U.S.C. 424 to:

- 1.) Enhance customer relations
- 2.) Create strategic and financial value, resource and risk impact to portfolio management
- 3.) Improve and manage internal processes.

**Contract Data Requirements List (CDRLs)**

CDRL #	Description	Date (Milestone)
A001	Kickoff Meeting	NLT ATP + 2 weeks
A002	Bi-Weekly Meetings	Occurs every 2 Weeks
A003	Log of all tasks completed or schedule	Occurs every 2 Weeks
A004	Final Report of Customer Relationships	Kickoff + 60
A005	Final Report of Portfolio Management	Kickoff + 60
A006	Final Report of (b)(3) 10 U.S.C. 424 Processes	Kickoff + 110
A007	Final Report of (b)(3) 10 U.S.C. 424	Kickoff + 110
A008	Final Presentation to Director of (b)(3) 10 U.S.C. 424	Kickoff+110 ** may be scheduled later at the discretion of Director

(U)

(U) Final presentation and all documentation will be in MS Office 2007-compatible formats and delivered by hand or via e-mail over the Sponsor-provided (b)(3) 10 U.S.C. 424

(b)(3) 10 U.S.C. 424 classified system.

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**6 (U) SOW CHANGE PROCESS**

(U) The Government will discuss any proposed changes with the contractor prior to implementation of any change. The contractor may propose changes to the Government as the situation merits. The Government is the ultimate authority on all changes to the Statement of Work.

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(b)(3) 10 U.S.C. 424

# Organizational Review Implementation Task Description

13 Apr 2012

Version 1.0

*Warning: This document shall not be used for derivative classification*

CL by: (b)(3) 10  
DECL ON: 25XI, 20610823, RRG dated July 2005  
DRV FROM: NRO Classification Guide 6.0, 20 May 2005

(U) CHANGE LOG

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## 1 (U) INTRODUCTION

### 1.1 (U) Purpose

(U) This Task Description defines all work to be performed by the Contractor to provide tailored solutions and services for the (b)(3) 10 U.S.C. 424 Organizational Review at the National Reconnaissance Office (NRO) (b)(3) 10 U.S.C. 424.

### 1.2 (U) Background

(U) (b)(3) 10 U.S.C. 424 recently went through an intense organizational change and restructuring within the NRO. While the reorganization increased the (b)(3) 10 U.S.C. 424 ability to support national defense, it did not come without cost; the reorganization created an un-integrated structure creating a challenge to both produce an efficient daily operating rhythm, and to provide a unified face to its customers. Specifically, the (b)(3) 10 U.S.C. 424 history of organizational restructuring has affected four key areas: customer relationships, portfolio management, internal processes and mission operations.

(U) The original study completed by the Contractor consisted of an intensive 90 day organizational review that looked at (b)(3) 10 U.S.C. 424 from several different perspectives. The goal of this study was to further enable (b)(3) 10 U.S.C. 424 to be the leading provider to the Intelligence Community for (b)(3) 10 U.S.C. 424 communications systems. In addition, this review evaluated (b)(3) 10 U.S.C. 424 portfolio management approach and tools, as well as assessed the strengths, weaknesses and key problem areas within (b)(3) 10 U.S.C. 424 process.

(U) The final report provided to (b)(3) 10 U.S.C. 424 identified observations and recommendations based on the Contractor's business management expertise and acknowledged best practices within Commercial and Government organizations.

### 1.3 (U) Task Description

(U) (b)(3) 10 U.S.C. 424 requires Contractor support as the foremost professionals providing consultants to develop streamlined efficient processes, business level support and enterprise level management to tailor findings presented in the (b)(3) 10 U.S.C. 424 Organizational Review. The Contractor shall support the Government in developing customized documents for (b)(3) 10 U.S.C. 424 process based on best practices and expertise in implementing those documents in (b)(3) 10 U.S.C. 424 in order to provide (b)(3) 10 U.S.C. 424 the best chance for successful execution. The actual execution and implementation of the documents is solely the responsibility of the Government.

### 1.4 (U) Scope

(U) The Contractor shall perform the effort defined by the Task Description in accordance with the compliance documentation listed in Section 2. The contractor shall:

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1. (U) Provide all necessary processes and management skills required to support the Government in customizing documents for (b)(3) process.
2. (U) Provide all necessary personnel required to accomplish the tasks and provide deliverables outlined in this Task Description.
3. (U) Provide support to the sponsor as well as support to meetings and prepare documentation as required.
4. (U) Assign a Program Manager for the entire project who will be ultimately responsible for cost, schedule and contract deliverables.
5. (U) Be responsible for the performance of activities and conduct of all contractor personnel assigned to this effort.

## 2 (U) COMPLIANCE AND REFERENCE DOCUMENTATION

### 2.1 (U) Program Compliance Documents

(U) The following documents and their revisions are Government controlled. The specified versions form the baseline for this Task Description. In the event of conflict between the documents referenced herein and the contents of this Task Description, the requirements of this Task Description shall be considered the superseding requirement.

(U) ICD 704	(U) Personnel Security Adjudicative Guidelines for determining eligibility for Access to Sensitive Compartmented Information and Other Controlled Access Program Information,
(U) ICD 705	(U) Sensitive Compartmented Information Facilities, dated 26 May 2010
(U) NCG 6.0	(U) NRO Classification Guide, Version 6.0, dated 15 October 2009
(U) NRO Corporate Business Process Instruction 110-1	(U) Corporate Business Process Instruction 110-1, Foreign Disclosure and Release Instruction, dated 28 Aug 2009
(U) NSM Volume 2.0	(U) NRO Security Manual, dated 25 September 2007, Version 2.0
(U) PSI	(U) Personnel Security Instructions (PSI), dated February 2000
(U) (b)(3) 10 U.S.C. 424	(U) (b)(3) 10 U.S.C. 424

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### **3 (U) PERFORMANCE**

#### **3.1 (U) Period of Performance**

(U) The Government anticipates that the required (tasks and deliverables) support will be completed in three months.

#### **3.2 (U) Performance Location**

(U) All tasks outlined in this Task Description shall be performed both on and off-site in Government and contractor facilities. Contractor facilities must be SCIF-accredited. The contractor shall not have permanent work space in Government facilities.

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**4 (U) CONTRACT DELIVERABLES REQUIREMENTS SUMMARY****4.1 (U) Deliverables**

(U) The following table defines the Contract Data Requirements List (CDRLs) that are to be delivered to the Sponsor. The Contractor shall provide a monthly progress report on the customized documents based upon the findings, recommendations and supporting analysis define in the original (b)(3) 10 U.S.C. 424 Organizational Review.

**Contract Data Requirements List (CDRLs)**

CDRL #	Description	Date (Milestone)
A001	Kickoff Meeting	NLT ATP + 2 weeks
A002	Monthly Meetings	Occurs every month
A003	Log of all documents completed or scheduled	Occurs every month
A004	Final Presentation to Chief of Engineering	Kickoff + 90

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**(U) Mission Operations  
Directorate,**

(b)(3), 10 U.S.C. 424

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(b)(3), 10 U.S.C. 424

**(U) Statement of Work (SOW)**

**For**

**(U) SETA PATRIOT**  
**NRO000-11-C-0047**

(b)(3)

**Version 1.1**

**1 October 2010**

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## 1.0 (U) Introduction

(U) This Statement of Work (SOW) outlines the general support provided to the [REDACTED] (b)(3) 10 USC 424 for the [REDACTED] (b)(3) 10 USC 424 under contract NRO000-11-C-0047. The general work and tasking provided and referenced throughout this SOW is in direct support to acquire, oversee, manage, and close out the PATRIOT Operations and Maintenance (O&M) Contract.

### 1.1 (U) Background

(U) The goal of the Mission Operations Directorate's PATRIOT Program is to consolidate a number of interrelated operations and maintenance contracts into one contract consisting of both performance-based and level of effort services. This consolidation will eliminate multi-program redundancy, create major efficiency gains, and provide major improvements to the National Reconnaissance Office (NRO) information technology and telecommunications service areas.

(U) The PATRIOT Program has implemented Performance Based Services where feasible in order to maximize service levels and minimize cost. The Government identified and selected the proper mix of internal and external services, employed effective performance measures, and monitored to permit an objective assessment of contractor performance. The PATRIOT contractors have the ability to determine how to best to meet the Government's performance objectives so that appropriate performance quality may be achieved.

(U) The PATRIOT Program Office has a requirement to acquire experts in Systems Engineering and Technical Assistance (SETA), Program/Project Management and Acquisition Services in support of the Government Program Manager, Contract Officer Technical Representative (COTR), and Contracting Officer (CO).

### 1.2 (U) Objective

(U) The objective of this [REDACTED] (b)(3) 10 USC 424 Support contract is to provide extensive PBSC/LOE expertise, SETA, Government Program/Project Management, and Acquisition Support to the Communications Directorate's senior managers with regard to the PATRIOT Program and other programs/projects as directed.

### 1.3 (U) Scope

(U) This contract provides Information Technology life cycle management and related services. The scope is focused on SETA, program/project management, and acquisition support services for the PATRIOT Program and contract specific projects captured herein. Tasks herein include providing transition, quality assurance, and administrative support to the PATRIOT Program.

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## **2.0 (U) Applicable Documents**

### **2.1 (U) Compliance Documents**

(U) Effort under subject contract shall be in compliance with the following documents:

- a. (U) NRO Security Manual
- b. (U) NRO Standards Baseline Report
- c. (U) DCID 6/3 and/or ICD 503
- d. (U) NAM and FAR
- e. (U) NRO Instructions and NRO Directives
- f. (U) Network Instructions and Network Standards
- g. (U) Corporate Business Process Instructions (CBPI)

## **3.0 (U) Requirements**

### **3.1 (U) General**

#### **3.1.1 (U) Period of Performance**

(U) The contract provides for a start date of 23 October 2010 through 22 October 2011.

#### **3.1.2 (U) Government Furnished Property**

(U) The Government will provide or otherwise make available Government Furnished Equipment (GFE), Government Furnished Property (GFP), and Government Furnished Information (GFI) identified by the contractor as necessary to successfully complete the required tasks.

#### **3.1.3 (U) Security**

(U) Classified portions of this work shall be performed at the Contractor's Special Compartmented Information Facility (SCIF) and/or at NRO facilities. For those tasks that require classified access, the contractor shall identify qualified personnel possessing the requisite security clearances needed for access to classified areas of NRO Headquarters, related facilities, and contractor's SCIF facilities. Certain aspects of this contract may be accomplished in an unclassified environment. All work performed under this contract shall comply with DCID 6/3 and/or ICD 503 and the NRO Security Manual.

#### **3.1.4 (U) Program Management**

(U) The contractor shall provide overall program and project management necessary to deliver the technical program outlined in this SOW. Program Management provides the overall guidance and direction to accomplish the tasks outlined in the SOW, react to requirements as they arise during the delivery of the program outlined herein, and coordinate with the Government to allocate resources meet changing requirements.

(U) The contractor shall plan, organize, and control the timely and cost effective completion of the required efforts.

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(U) Program Management tasks include:

- (1) (U) Working closely/prime interface with the Government PM, COTR, Contracting Officer, and PATRIOT contractors to plan and execute contract objectives
- (2) (U) Assignment tasking, scheduling and production supervision
- (3) (U) Administrative, operational, technical and security duties related to contract
- (4) (U) Managing and reporting cost, schedule, and performance.
  - 4a. Cost, schedule, and performance shall be summarized at the end of each month in applicable deliverables
- (5) (U) Preparing, organizing and managing program/project briefings, as required
- (6) (U) Conducting program/project status reviews
- (7) (U) Providing inputs to monthly Program/Business Management Reviews
- (8) (U) Ensuring the security constraints of all tasks are maintained and followed

### **3.1.5 (U) Contract Support Personnel**

(U) Personnel shall have knowledge in advanced terrestrial communications, data systems, information technology and proficient in multiple telecommunication technologies.

### **3.1.6 (U) Travel**

(U) Contractor travel may be necessary to fulfill assigned tasks. If and when necessary, contractor travel shall be pre-approved by the government Program Manager and/or the COTR.

## **4.0 (U) Technical Requirements**

(U) Technical requirements are described below in support of the PATRIOT program to include Systems Engineering and Technical Assistance (SETA), Program/Project Management support, and Acquisition support. Duties and/or requirements not specifically outlined herein will be applicable as assigned by the Government CO/PM/COTR.

### **4.1 (U) PATRIOT Program: Systems Engineering and Technical Assistance Support (SETA)**

(U) The contractor shall assist the Government by providing Systems Engineering and Technical Assistance Support (SETA) in the direct support to the PATRIOT program. Specific areas of SETA support shall be provided in the domains of Engineering (e.g. voice, video, management information system (MIS), and domain administration support (DAS)), Operations (e.g. Incident and Capacity Management, Service Desk, and PATRIOT Enterprise Management System PEMS), planning (e.g. Property Management, Configuration Management, Change Management) and Quality Assurance.

#### **4.1.1 (U) Subject Matter Expert (SME) Support**

(U) The contractor shall provide subject matter expertise (SME) as it relates to overall support impact assessments, and overall working knowledge of the PATRIOT program and NRO IT information technology systems.

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#### **4.1.2 (U) Business Operations Management Support**

(U) The contractor shall provide Business Operations Management support for the PATRIOT program. This includes providing insight, reports, evaluations, and recommendations relating to the PATRIOT contractors business management of projects and the program as a whole.

#### **4.1.3 (U) Technical Evaluation Support**

(U) The contractor shall provide Technical Evaluation and Subject Matter Expert Support to the PATRIOT program. Support consists of using knowledge, expertise, and training to provide technical evaluations directly to the Government PM, COTR, and CO. Support includes an evaluation of proposals provided by the PATRIOT contractor to the Government relating to scope, cost, time, and quality in order to facilitate sound business decisions by the Government.

**4.1.4 Operations Management Support**  
(U) The contractor shall provide support to Operations Management for the PATRIOT program. Support shall include interfacing with Squadron, Division and Detachment leadership for operational management initiatives as it relates to the PATRIOT program.

#### **4.1.4 (U) Performance Work Statement (PWS)/Statement of Work (SOW) Documentation**

(U) The contractor shall provide support to the Performance Work Statement (PWS) and Statement of Work (SOW) documentation for the PATRIOT program. The contractor shall support the drafting, updating, researching, clarification, and facilitation of both the PWS and SOW documentation on the PATRIOT contract. This support includes working with both the Government Point of Contact (GPOC) as well as the PATRIOT contractor to facilitate mutually beneficial verbiage to capture contract requirements in both documents.

#### **4.1.5 (U) MOD/COMM Strategic Planning Initiatives Support**

(U) The contractor shall provide support to MOD/COMM Strategic Planning Initiatives for the PATRIOT program. Strategic planning initiatives support encapsulates participating in the NRO/COMM/MOD ~~(b)(3) 10 U.S.C. 424~~ strategic planning processes at the direction of the Government PM, COTR, and CO to help guide and provide input into the future of the NRO/COMM/MOD mission success.

#### **4.1.6 (U) MOD/COMM Directorate Support**

(U) The contractor shall provide support to MOD/COMM Directorate Integrated Project Teams (IPTs) for the PATRIOT program.

#### **4.1.7 (U) Service Management Support (Quality Assurance/Service Level Agreements)**

(U) The contractor shall provide support to Service Management (Quality Assurance/Service Level Agreements) for the PATRIOT program. The contractor shall support monitoring, maintenance, analysis, and overall assistance to the Government and provide Quality Assurance of the PATRIOT contract Service Level Agreements.

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#### **4.1.8 (U) Customer Support Initiatives Support**

(U) The contractor shall provide support to the (b)(3), 10 U.S.C. 424 Customer Service Initiatives. Customer support initiatives can include customer service/implementation process improvement, requirements/policies analysis, satisfaction survey analysis, and general technical support to improvement of customer service as it relates to the PATRIOT contract.

#### **4.2 (U) PATRIOT Program: Program/Project Management Support**

(U) The contractor shall assist the Government in performing program/project life cycle management tasks including: program/project planning, budgeting, assessments, reporting, program/project risk determination, metrics development, monitoring, and overall program/project management. Deliverables include reports, briefings, white papers, study results, analysis results, recommendations, data models, core programs and overview briefings. The below outlines the specific areas of support provided by the contractor as directed by the Government PM, COTR, CO or designee.

##### **4.2.1 (U) MOD/COMM Financial Management Support**

(U) The contractor shall provide support to MOD/COMM Financial Management for the PATRIOT program. The contractor shall support the overall financial management as it relates to the PATRIOT contract to the entire MOD/COMM budget authority. Support includes financial management of all contract line items (CLINs) under the PATRIOT contract to include; providing review/approval for monthly invoicing from the PATRIOT contractor, support in business management review (BMR) meetings, projections for both the current and upcoming fiscal years, and operational financial management coordination directly with MOD/COMM/FM management. The contractor shall provide support to the Exhibit 300/IT 53 for the PATRIOT program. The contractor shall facilitate the completion, accuracy, and timely submission of the Exhibit 300/IT 53 for the PATRIOT program. These reports are a required annual deliverable by the Office of Management and Budget (OMB) for the PATRIOT contract. The contractor shall provide support to (b)(3), 10 U.S.C. 424 Resource Management for the PATRIOT program. The contractor shall support both the PATRIOT Government PM, COTR, CO as well as (b)(3), 10 U.S.C. 424 management with tracking, analyzing, management, and projections of PATRIOT program (b)(3), 10 U.S.C. 424 resources as it relates to funding in a given fiscal year.

##### **4.2.2 (U) Award Fee Support**

(U) The contractor shall provide support to the Award Fee Determination for the PATRIOT program. The contractor shall provide analysis, data gathering, and recommendations to the Government decision authority. This shall include the gathering of customer input documentation, analyzing, compiling, grading, and briefing results of award fee monies due to the PATRIOT program contractor. This support is facilitated every three months for the PATRIOT program Interim Award Fee briefing as well as every six months for the PATRIOT program Award Fee Determination. All inputs provided by the contractor are briefed, reviewed, and approved by the Government PM, COTR, and CO prior to submission to the Award Fee Board (ARB) and Fee Determining Official (FDO).

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#### **4.2.3 (U) Tracking Information and Enterprise Response (TIER) Support**

(U) The contractor shall provide support to the Tracking Information and Enterprise Response (TIER) for the PATRIOT program. Support shall include facilitation, tracking, response, review, and briefing of TIER tasking assigned throughout the [REDACTED] (b)(3) 10 U.S.C. 424

#### **4.2.4 (U) COMM Project Cost Estimation Tool (PCET) Support**

(U) The contractor shall provide support and management to the COMM Project Cost Estimation Tool (PCET) for the PATRIOT program as well as external MOD/COMM services. Support shall include review of both standard and non-standard services, overall tool development, maintaining of labor rates, resource unit pricing, recommendations, and the overall contractor point of contact (CPOC) as it relates to the PCET tool.

#### **4.3 (U) PATRIOT Program: Acquisition Support**

(U) The contractor shall provide overall acquisition support at the direction of the Government PM, COTR, CO and/or designee. This support shall encapsulate elements of the PATRIOT program as well as any associated or follow on program as requested by the Government PM, COTR, CO and/or designee.

(U) Acquisition Support may include:

1. (U) Development/Review of acquisition plans,
2. (U) Development/Review of service level agreements
3. (U) Development/Review of level of effort agreements
4. (U) Development/Review of business case analysis
5. (U) Monitoring progress of projects/programs
6. (U) Reviewing contract data requirements lists (CDRLs)
7. (U) Identifying programmatic and technical risk associated with acquisition implementation approaches
8. (U) Providing independent cost estimates and analysis of proposed implementations
9. (U) Independent Verification and Validation (IV&V)
10. (U) Performing utility studies through modeling and simulation
11. (U) Reviewing detail project schedules
12. (U) Formulating and maintaining acquisition documentation
13. (U) Evaluating engineering change proposals
14. (U) Identifying, assessing, and mitigating operational integration risks

### **5.0 (U) Deliverables**

(U) The contract contains three Contract Data Requirements List (CDRL) deliverable items. Deliverable items with applicable data item numbers include A001 Task Order Report, A002 Status of Hours Report, and A003 Contract Funds Status Report (CFSR). Below outlines the three specific contractual required reports along with the reporting schedule for each deliverable. Reports/deliverables not specifically described below shall be provided at the discretion of the PM, COTR, CO, and/or designee.

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(U) The contractor shall provide a Task Order Report (TOR) in contractor provided, Government approved format to summarize the preceding month's activities, results obtained, significant issues, and upcoming actions. The contractor shall meet w/the COTR monthly to review progress and to discuss schedule, technical and managerial issues or any other matters pertinent to the contract. The TOR shall be delivered by the contractor on a monthly basis.

**5.2 (U) Status of Hours Report**

(U) The contractor shall provide a Status of Hours Report (SHR) in contractor provided, Government approved format to summarize the preceding month's status of hours. The SHR shall be delivered to the contractor on a monthly basis.

**5.3 (U) Contract Funds Status Report**

(U) The contractor shall provide a Contract Funds Status Report (CFSR) in contractor provided, Government approved format to summarize the preceding month's contract funds status. The CFSR shall be delivered to the contractor on a monthly basis.

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~~UNCLASSIFIED/FOUO~~**(U) Appendix A: Acronym List**

(U) ARB – Award Review Board  
(U) BMR – Business Management Review  
(U) CFSR – Contract Funds Status Report  
(U) CLIN – Contract Line Item Number  
(U) CO – Contracting Officer  
(U) COMM – Communications Systems Acquisition and Operations Directorate  
(U) COTR – Contracting Officer Technical Representative  
(U) CPBI – Corporate Business Process Instructions  
(U) CPOC – Contractor Point of Contact  
(U) DAS – Domain Administration Support  
(U) DCID – Director of Central Intelligence Directive  
(U) ELA – Enterprise License Agreement  
(U) FAR – Federal Acquisition Regulation  
(U) FDO – Fee Determining Official  
(U) FM – Financial Management  
(U) GFE – Government Furnished Equipment  
(U) GFI – Government Furnished Information  
(U) GFP – Government Furnished Property  
(U) GPOC – Government Point of Contact  
(U) ICD 503 – Intelligence Community Directive 503  
(U) IPTs – Integrated Project Teams  
(U) IT – Information Technology  
(U) IV&V – Independent Verification and Validation  
(U) JTR – Joint Travel Regulation  
(U) LOE – Level of Effort  
(U) MIS – Management Information System  
(U) MOD – Mission Operations Directorate  
(U) NAM – NRO Acquisition Manual  
(U) (b)(3) 10 U.S.C. 424  
(U) NRO – National Reconnaissance Office  
(U) O&M – Operations and Maintenance  
(U) ODC – Other Direct Costs  
(U) (b)(3) 10 U.S.C. 424  
(U) OMB – Office of Management and Budget  
(U) PBSC – Performance Based Service Contract  
(U) PCET – Project Cost Estimation Tool  
(U) PEMS – PATRIOT Enterprise Management System  
(U) (b)(3) 10 U.S.C. 424  
(U) (b)(3) 10 U.S.C. 424  
(U) POC – Point of Contact  
(U) PWS – Performance Work Statement  
(U) SCIF – Special Compartmented Information Facility  
(U) SETA – Systems Engineering and Technical Assistance  
(U) SHR – Status Hours Report  
(U) SME – Subject Matter Expert  
(U) SOW – Statement of Work

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(U) TIER – Tracking Information and Enterprise Response  
(U) TOR – Task Order Report

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**National Reconnaissance Office  
Mission Support Directorate  
Advisory and Support Services Contract  
Field Representative Program (FRP)  
Statement of Work**

**1 Nov 2010**

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## 1.0 Introduction

The Field Representative Program (FRP) is critical to the National Reconnaissance Office's (NRO) goal to provide timely and effective systems, services and capabilities to the national security community. On-site Field Representative (FR) engagement enables partners and users to most effectively leverage NRO capabilities. Furthermore, this engagement enables the NRO to identify and prioritize user needs, connects the technical experts and solution providers to the users, and creates a collaborative, exploratory environment to enhance timely solutions to user needs.

### 1.1 Program Description

The FRP contract provides appropriately skilled and experienced personnel to support the NRO at various locations throughout the United States and several overseas locations. Within the NRO, the Mission Support Directorate's (MSD) (b)(3) 10 U.S.C. 424 is the focal point for user interaction and provides integrated and timely support to selected military and national organizations. Contracted FRs will directly support government Senior Field Representatives (SFRs) and interact with the NRO's (b)(3) along with other NRO directorates and offices to proactively provide NRO services and capabilities to users.

### 1.2 Relationships & Interfaces

1.2.1 External. Field Representatives shall interact daily with customers external to the NRO. Examples of the external working relationships include, but are not limited to: Unified Combatant Commands (UCCs), the Armed Services and their Service staffs, the Joint Staff, the National Security Agency (NSA), the Central Intelligence Agency (CIA), the National Geospatial-Intelligence Agency (NGA), the Defense Intelligence Agency (DIA), the Department of Homeland Security (DHS), and other national, international and military customers of NRO systems data. When engaged in their duties at user locations, Field Representatives are expected to work closely with the appropriate national agency representatives on issues and problems in which NRO may be of assistance.

1.2.2 Internal. The primary, but not sole, interface to the NRO for Field Representatives shall be the government and contractor personnel of the Mission Support Directorate's (MSD) (b)(3) 10 U.S.C. 424. Examples of other NRO internal working relationships beyond MSD include, but are not limited to: Ground Enterprise Directorate (GED), Mission Operations Directorate (MOD), Advanced Systems and Technology Directorate (AS&T), Imagery Intelligence Systems Acquisition Directorate (IMINT), Signals Intelligence Systems Acquisition Directorate (SIGINT), Systems Engineering Directorate (SED), and Communications Systems Acquisition Directorate (COMM) as potential providers of services and capabilities.

## 2.0 Applicable Documents

In the case of conflicts between information contained within this Statement of Work (SOW) and other cited documents, the SOW shall take precedence. In the event of conflict between the

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SOW and any other prescribing documents, the contractor shall notify the Contracting Officer (CO) in writing within five (5) days of identifying the conflict. Nothing contained in this SOW supersedes applicable laws or regulations unless specific exemptions have been obtained in writing from the Contracting Officer. All references to documents in Sections 2.1 and 2.2 refer to the most current approved version.

**2.1 Compliance Documents**

This procurement does not contemplate the purchase of Electronic and Information Technology (EIT) falling under the definition of EIT provided in the Rehabilitation Act or Accessibility Standard. The contractor shall notify the Government prior to procurement of any electronic and information technology that meets the definition of EIT provided in the Rehabilitation Act or Accessibility Standard.

The contractor team shall comply with the following documents:

- NRO Classification Guide version 6.0, Update October 15, 2009
- NRO Security Manual 2.0, revised September 25, 2007
- National Industrial Security Program Operating Manual and Supplement
- NRO Personnel Security Instruction Manual
- NRO Concept of Operations (CONOPS) for Harm's Way Travel

**2.2 Reference Documents**

- Applicable NRO Corporate Business Processes (CBPs) and Corporate Business Process Instructions (CBPIs) not specifically called out elsewhere in this SOW. Impacts of modified and/or new NRO Directives and Instructions affecting the scope of work in this SOW will be examined on a case-by-case basis.
- NRO Corporate Business Process (CBP) 140 – User Engagement
- Field Representative Customer Base List
- Joint Federal Travel Regulations (JFTR) – Most current version

**3.0 Tasks**

A FR supports the NRO at host organizations with permanent, on-site NRO systems and data integration expertise. FRs shall proactively seek out and develop a deep understanding of the needs and problems of the user in order to provide effective advice on solutions as they relate to the mission and capabilities of the NRO. The FRs shall, at the minimum, proactively leverage the core NRO strengths of multi-INT/cross-domain expertise and operational responsiveness to user issues and problems, enabling and encouraging NRO-developed innovative solutions to those problems. Not all tasks are required to be performed at all times, and daily tasks can vary greatly from one FR position to another, but all tasks should be readily accomplished by any FR. The contractor shall comply with official Government notifications regarding changes in priorities and resource allocation. Tasks delineated in this section are classified as advisory and support services.

The contractor shall provide (b)(3) on-site FRs plus a program manager at the 'Mandatory Permanent Locations' identified in Appendix A. The host locations listed in Appendix A

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represent the primary users, however all FRs shall also engage with secondary users near the primary location as directed by the Government. The Government may exercise the 'Options' FRs listed in Appendix A at its discretion. The Government may revise the 'Mandatory' and 'Options' FR lists (to include FTE) as required.

The contractor shall also maintain a continuous presence of forward deployed personnel at locations defined in Appendix A, 'Mandatory Forward Presence.' The contractor will submit names and resumes (new personnel or existing FRs) for forward presence support when requested. Normally, positions will be identified more than 6 months out, but in cases of a short-notice position, the contractor shall be able to provide a person ready for pre-deployment training within 3 months. Forward presence FRs will follow this SOW and will not be considered key personnel. The contractor shall ensure all forward presence FRs comply with the NRO's Concept of Operations (CONOPS) for harm's-way travel. Currently, the Government is supporting two (2) forward presence positions, but the number and locations are subject to change.

The contractor shall provide a team of FRs to support the NRO by accomplishing the following tasks, as a minimum:

### **3.1 Understand User Needs and Identify Capability Gaps**

3.1.1 Represent the NRO and fully integrate into the host organization. Identify, capture (via government-provided database, currently Customer Information System (CIS), but subject to change.), and prioritize the user's intelligence needs, and shortfalls. Assist the user with articulating national systems support needs and requirements to the Intelligence Community (IC). Recommend courses of action to leverage current and programmed NRO capabilities and services to satisfy immediate (less than 24 months) and long term (beyond 24 months) needs.

3.1.2 Propose and assist in the development of integrated, end-to-end solutions to high priority government-identified IC problems associated with their customer. This support includes, but shall not be limited to, drafting action plan proposals and supporting the government implementation of these plans.

3.1.3 In conjunction with mission partners, assess national systems performance, as seen by the host users, by conducting analyses of data and assessing systems against users' priority mission needs on a semi-annual basis. Investigate effectiveness of national systems data for real world and exercise planning support to ensure the fullest employment of resources to meet users' priority mission needs. The goal is to obtain and routinely update an accurate level of user satisfaction with NRO services and capabilities.

### **3.2 Provide Situational Awareness of User Needs to the NRO and IC**

3.2.1 Effectively communicate the supported user's activities, interests, intelligence shortfalls and priorities to all applicable NRO directorates and (b)(3) teams in a timely manner.

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3.2.2 Report status and situation to the NRO, in a timely fashion, of developing, current and future host user issues which will impact the NRO and/or other IC agencies.

3.2.3 Capture all user engagements in current, Contracting Officer's Technical Representative (COTR) directed, government databases to provide situational awareness and deconflict efforts among NRO offices, leadership and other directorates.

3.2.4 Collect, evaluate and report user feedback on existing and developmental NRO capabilities and services, and provide this feedback to applicable NRO directorates in a timely manner via the COTR-directed government database to provide visibility throughout the NRO.

### **3.3 Educate Users on the NRO Systems, Capabilities, and Corporate Strategy**

3.3.1 Ensure supported users have knowledge of and access to NRO systems, services and capabilities (current and programmed), and assist the user with leveraging capabilities in support of their mission. In conjunction with MSD (b)(3) 10 U.S.C. 424 actively participate in the user's training program by developing and providing tailored, user-specific briefings and presentations to applicable users.

3.3.2 Ensure the supported user is aware of current, resource related issues and operational status information with respect to NRO systems, capabilities, and services and the specific impact these issues have on the user's mission.

3.3.3 Provide worldwide contingency support from the NRO perspective, to include intelligence collection strategy, reporting, and operational analysis in support of the user. In conjunction with MSD (b)(3) promote and facilitate NRO involvement in user operations and exercises when NRO systems, services, or capabilities may be effectively used.

3.3.4 Continuously provide the host user with the latest NRO corporate information. FRs will routinely interact with NRO directorates, leadership and the Office of Strategic Communication (OSC) to ensure the user is well-informed of NRO enterprise activities.

### **3.4 Provide Users with the Opportunity to Influence NRO Decisions**

3.4.1 Maintain awareness of relevant (to the supported user) NRO developmental efforts and facilitate host user participation in refining requirements and capabilities of ongoing projects.

3.4.2 Promote user participation in relevant NRO forums and conferences to ensure command needs, initiatives, and concerns are continuously addressed.

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3.4.3 Coordinate user participation in requirements definition for major NRO systems acquisition. FRs will provide users with updates to NRO acquisition programs and facilitate host command involvement as the opportunity arises.

**3.5 Enable Rapid Response with an Enterprise Solution**

3.5.1 For Department of Defense (DoD) users, facilitate and promote host command involvement in the tactical Defense Satellite Reconnaissance (tDSR) programs, including, but not limited to, Military Exploitation of Reconnaissance and Intelligence Technology (MERIT), National to Tactical Networks (NTN), Combat Systems Integration (CSI), and Advanced Warfighting Experiments (AWE).

3.5.2 Function as an action officer for the SFR and the NRO Government branch chief when needed. These tasks are typically short duration/notice items requested by NRO leadership, other IC agencies or Combatant Commands. Examples include, but are not limited to: acting as the TS/SCI communications security (COMSEC) manager at a given location (if needed), staffing process (appointment scheduling, draft talking points) and escorting of visitors, conference room/VTC scheduling and preparation, and timely response to data calls.

3.5.3 When required by the Government, deploy into a contingency area of operations and/or combat zone to provide on-site technical expertise, operational support or training on proper utilization of NRO capabilities and services.

**3.6 Program Management**

3.6.1 Program Manager (PM): The contractor shall provide a program manager who shall be accountable for all task support to th (b)(3) under this SOW. The contractor PM shall sit in (b)(3) spaces at NRO headquarters.

3.6.2 Program Management Planning: The Contractor shall develop and maintain a Program Management Plan (PMP) (CDRL A001), approved by the Government, that describes the management and technical approaches for performing the requirements of the contract. The PMP shall address the following areas:

- a. Schedule Management – Define process to meet contract milestones and timelines
- b. Cost Management – Define process for financial reporting and control
- c. Subcontract Management – Define methods and controls for subcontract management to include: organizational structure and relationships, authority and responsibility, tasking, reporting, and lines of communication
- d. Resource Maintenance – Define process for maintaining up-to-date resumes, position descriptions and work schedules for all personnel
- e. Information Management – Define process for gaining approval for release of Government information, describe means of maintaining all contract information and making it accessible to the Government

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- f. Communications – Define methods for interacting with the Government and means for ensuring effective information flow between Field Representatives and NRO elements
- g. Risk Management – Define process to proactively identify and effectively mitigate any potential or actual risks
- h. Problem and Incident Management – Define process for reporting and mitigating problems
- i. Configuration and Change Management – Provide process, procedures, documentation and program related configuration items
- j. Delivery of Contractual Requirements – Define process for quality assurance and personnel training
- k. Security Management – Define process for maintaining personnel, facility, cover and counter-intelligence security

3.6.3 The Contractor shall maintain a Staffing Plan (CDRL A002) which addresses the following elements, as a minimum:

- a. Plans for recruiting, training, and retaining staff to meet contractual requirements and maintain workforce stability, with particular focus on forward presence and surge requirements
- b. The process (including timeline) for removing or replacing personnel when required
- c. Plans for accommodating the Government's work schedule, to include all official Government holidays, alternative work schedules, operational requirements, weather and emergency situations
- d. Include a staffing matrix (attachment to CDRL A002) that highlights the education, experience, and subject matter expertise (SME) of all personnel. It is desired that the contractor maintain at least (b)(3) 10 U.S.C. 424 in each of the functional areas listed in the staffing matrix. The contractor shall be responsive to changing Government requirements as determined by the COTR.

3.6.4 Provide daily program management and oversight for all tasks and requirements associated with this contract. Ensure the smooth operation of the contract and delivery of all required support on-time and within budget.

3.6.5 Prepare a monthly report (CDRLs: A005 Field Representative Activity Report, A006 Financial Report, A007 Program Review,) and meet with the Contracting Officer and COTR to discuss current program status and PMP on a monthly basis. Specific additional reports (CDRL A009) may be requested as needed by the COTR.

3.6.6 All contractors supporting this SOW must complete the MSD core knowledge training requirement within 120 days after receiving their account access. The core knowledge requirement can be satisfied through a combination of self-paced Computer-Based Training (CBT) and live training at NRO Headquarters (HQ). Current MSD core knowledge training requirements are provided during the MSD check-in process and can also be found on the MSD Training web site. Required courses are subject to change based on evolving core knowledge requirements and available training resources. The Contractor

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shall accomplish any and all core training requirements levied upon the contractor workforce by the Government, while complying with requirements in the contract.

**4.0 Personnel Qualifications****4.1 Personnel Characteristics**

The contractor shall provide a qualified staff consisting of individuals with technical skills, knowledge and experience in the areas of reconnaissance, intelligence analysis, systems acquisition, operations, management, and exploitation and integration, as needed to support user organizations (Appendix A). Operations experience within the context of this SOW is defined as the planning or execution of military, national or civil operations. This work force shall be fluent in national systems to include architectures, constellations, tasking, processing, dissemination, analysis, and exploitation systems. The contractor shall supply personnel who can communicate the results of their analysis succinctly, effectively, and persuasively via written products and briefings. This work force shall also understand the IC and the Department of Defense (DoD) planning, programming, budgeting and execution processes. FRs will aggressively promote the NRO's vision and mission through proactive engagement with the user at all levels, collaboration with mission partners in seeking solutions and a can-do, mission-first attitude in solving problems. Finally, the contractor work force shall be intimately familiar with Government and military staff procedures and the national space and intelligence communities.

**4.2 Program Manager Qualifications**

It is required that the program manager have an undergraduate degree, an industry-recognized Program Management certification (e.g. Program Management Institute or Government), and a minimum of five years of program management experience. It is desired that the program manager have at least a graduate-level degree or equivalent (undergraduate degree plus two years of work related experience), at least seven years program management experience, and at least ten additional years (not applied to education) of related work experience in areas similar to those described in sections 3.1 to 3.5 in the SOW.

**4.3 Field Representative Qualifications**

Field Representative personnel skills and qualities include:

4.3.1 Education and Experience. It is required that Field Representatives have a minimum of ten years of operations or IC experience, at least three of which shall be work related to sections 3.1 to 3.5 in the SOW. It is desired that FRs have at least a graduate-level degree, or equivalent experience (undergraduate degree plus two years work related experience or no degree plus seven years work related experience). All equivalent experience must be in addition to the ten required years of work experience.

4.3.2 Operations background. It is desired that FRs have experience in applying national intelligence into operations.

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4.3.3 Engineering background. It is desired that the FR's undergraduate degree or equivalent work experience be of the technical, scientific or engineering discipline.

4.3.4 Communications skills. FRs shall be able to effectively communicate complex and highly technical ideas and solutions orally as well as in writing to both the supported command's personnel and to NRO management.

4.3.5 Computer Skills. Proficiency in Microsoft Office (Outlook, Word, Excel and PowerPoint) software applications is required at a minimum.

4.3.6 Staffing experience. It is desired that FRs have at least one year action officer experience working on or directly with Government/military staffs. Staffing experience is a desired trait for all FRs and of greater importance for positions at major commands and other locations with senior Government leadership.

4.3.7 National systems expertise. It is required that FRs have at least two years of experience working with national systems. It is desired that FRs have at least two years previous experience working directly for the NRO at headquarters or any global site.

## 5.0 Transition

### 5.1 Transition Planning

5.1.1 The Contractor shall address transition planning such that all actions necessary for transition from the previous contract result in minimal disruption. The transition plan (CDRL A003) shall include, but not be limited to, the following elements:

- a. Identification of and schedule for all transition activities
- b. A transition staff matrix from contract initiation through transition completion
- c. Plans for processing of required security clearances
- d. Plans for necessary staff training, including mission familiarization and site specific training
- e. Approach for dealing with limited access to facilities and networks during the transition period
- f. Identification of any Government (or existing Contractor) support needed to assist with the transition activities
- g. Transition Risk. The Contractor shall define processes to proactively identify and effectively mitigate any potential or actual risks associated with the transition phase.

5.1.2 Transition timeline. The program manager shall be in place at contract initiation. Within 30 calendar days of contract initiation, the contractor shall have a minimum of 50% of the FRs in place. All transition activities must be completed within 60 calendar days of contract initiation. All timelines shall accommodate one week of training at NRO HQ prior to stationing at FR locations.

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**5.2 Contract Close-Out Plan**

5.2.1 When directed, the Contractor shall prepare a contract closeout plan (CDRL A008) describing activities to ramp-down and transition to the successor.

5.2.2 The plan shall identify any Government or Contractor support needed to assist with the transition activities.

**6.0 Key Personnel**

All FRs (to include exercised Options) and the program manager shall be considered key personnel. Forward Presence Personnel will not be considered key, however the Government approval process and required qualifications for Forward Presence Personnel will be the same as FRs. As part of contractor support under this SOW, contractor personnel are required to work full-time, normally at the respective host location space provided by the Government.

**7.0 Deliverables**

Deliverables required per this SOW shall be in accordance with the CDRL (see Appendix C). There are no hardware or software deliverables for this effort.

**8.0 Special Considerations****8.1 Place of Performance/Government-Provided Facilities and Support**

Performance of this effort shall take place on-site in Government or Government-leased facilities at locations listed in Appendix A. These facilities will provide office space, computer resources, and telecommunications equipment (commercial/secure telephones) to support the on-site contractor personnel.

**8.2 Security****8.2.1 General**

The MSD Program Security Office (PSO) will be the cognizant security office for this contract. In accordance with the DD254, the Contractor's work shall be performed under strict security conditions. A Security Standard Operating Procedure (SOP) shall be developed by the Contractor (CDRL A004).

The Contractor's business entity (and its parent company, if applicable) must not be under Foreign Ownership, Control or Influence (FOCI) as stipulated in the NISPOM. All Contractor employees assigned to work on this contract must be U.S. citizens, be able to read, write, and speak English fluently and clearly, and have a valid driver's license or equivalent official picture identification issued by a State or Municipality. The Contractor shall plan for personnel attrition by careful scheduling and advance preparation and submission of biographic data and clearance requests.

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The Contractor shall be required to process or store classified information at a Contractor's NRO-accredited Sensitive Compartmented Information Facility (SCIF).

All Contractor employees are subject to security access approval by the COTR prior to being assigned to this contract.

The Contractor shall ensure that all Government-issued badges are worn and properly displayed at all times while personnel are on NRO property. The Contractor shall ensure that all Government-issued badges or identification documents are returned to the Government immediately when employees are on extended absence, terminated from the contract, upon contract expiration, or as directed by the Government PSO.

#### 8.2.2 Personnel Clearances

The Government will exercise full and complete control over granting, denying, withholding, or terminating security clearances and accesses for Contractor employees.

All Contractor personnel performing services under this SOW shall be subject to a security background investigation and polygraph examination, and require a TS/SCI access approval prior to beginning work on this contract. The granting of a TS/SCI access is based on the successful completion of a Single Scope Background Investigation (SSBI; 10-year scope) and a counterintelligence polygraph interview.

The personnel security standards and procedures governing eligibility for a TS/SCI access are detailed in the Intelligence Community Directive (ICD) 704.

- The Contractor is encouraged to conduct prescreening on proposed candidates for assignment to this contract to ensure an acceptable rate of success in meeting the personnel security requirements.
- The Contractor shall nominate for clearances employees specifically intended for assignment to this contract.

#### 8.2.3 Right of Refusal

The Government reserves the right to refuse and/or terminate any and all security clearances applied for or processed in violation of the letter or intent of these requirements. This refers to crossovers and Contractors who have multiple contracts with the Government. The Contractor shall cooperate fully in all security matters that may arise relating to this contract.

#### 8.2.4 Termination of Access

The Government reserves the right to terminate the access of a Contractor employee upon disclosure of information that indicates that the Contractor employee's continued entry into NRO facilities is not in the best interest of national security. Additionally, a violation or deviation from established administrative or security procedures by Contractor personnel

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may result in the revocation of security clearances, removal from NRO facilities and denial of future entry.

#### 8.2.5 Compliance

United States Government rules, regulations, direction, and requirements issued by the COTR or other authorized personnel for good order, administration and security shall apply to all Contractor personnel who enter NRO facilities. The Contractor shall comply with established security procedures for entering a facility and/or any special procedures that may be established for certain restricted areas. All Contractor personnel granted access to premises in connection with the performance of this contract shall be subject to the provisions of criminal or other laws protecting classified or intelligence information. All Contractor personnel granted access to NRO facilities and/or classified information under this contract will be subject to espionage statutes and other federal laws relating to improper disclosure of classified information.

#### 8.2.6 Publicity

The Contractor shall not use or allow to be used any aspect of a NRO contract for publicity, advertisement, or any other public relations purpose. This prohibition extends to announcements of contract start and of modifications adding value or time to the contract. It is further understood that this obligation will not expire upon completion or termination of a contract, but will continue until rescinded by the U.S. Government.

#### 8.2.7 Establishment of a Security Program

The Contractor shall maintain a security SOP defining its comprehensive security program in accordance with the requirements of:

- NRO Security Manual (NSM)
- NISPOM and NISPOMSUP
- NRO Classification Guide
- NRO Certification and Accreditation Process for Information Systems
- Director of Central Intelligence Directives addressing Security (DCID 6/series)
- Relevant Intelligence Community Directives (ICDs)
- NRO Personnel Security Instruction (PSI) Manual
- Other NRO regulations, directives, instructions, and Special Access Program classification and program security guides as appropriate.

The Security approach shall be captured in the SOP and identify, at a minimum, the following:

- Security Officer for this program,
- Security management structure and/or organization,
- Process for pre-screening individuals for clearances,
- Security training, education, and re-indoctrination programs,
- Information Systems Security Officer and/or Staff,
- How the prime will manage security cognizance over the subcontractors (if applicable),

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- Subcontractor security officers for this program (if applicable),
- Past experience writing DCID 6/3 (Protecting Sensitive Compartmented Information Within Information Systems)-compliant security plans, and processing plans through the NRO Certification and Accreditation Process, and
- How the Security Office monitors changes in NRO security rules, regulations, and policy.

**8.3 Travel**

At the direction of the Government, FRs shall be required to travel to locations worldwide, which may include locations and facilities where user operations are occurring, in support of SOW requirements. The Government plans to hold two conferences each year requiring FR attendance. These conferences are of one-week duration and held within the continental United States. Additional trips will vary greatly for each FR position, but an average of 2-5 one-week duration trips can be expected annually. Contractor travel is to be arranged through the contractor's home office. Contractor travel requests must conform to Joint Federal Travel Regulations (JFTR), MSD and other NRO policies regarding domestic and foreign locations and harm's way. COTR must approve all travel prior to departure.

**8.4 Government-Furnished Equipment**

All government provided equipment must be properly accounted for.

**8.5 Shift Work/Extended Hours/Extended Work Week**

At the direction of the Government, members of the contractor's team may be required to work non-standard and extended hours in support of the requirements of Section 3. However, the general work week will be in accordance with host command core hours or as delineated in the Memorandum of Agreement (MOA) with the organization. Some flexibility may be coordinated with the COTR.

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**Appendix A – Field Representative Program Locations****Mandatory Permanent Locations:****Number**

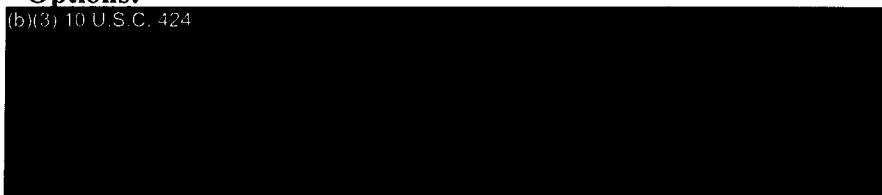
(b)(3) 10 U.S.C. 424

**Mandatory Forward Presence Locations:**

(b)(3) 10 U.S.C. 424

**Options:**

(b)(3) 10 U.S.C. 424

**Summary:**

(b)(3) 10 U.S.C. 424

**Appendix B – FRP Resume Template***-- 3 page maximum****Proposed Position – Full Name****Address, City, State, ZIP ♦ unclassified email ♦ phone*

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*Citizenship*

**Company** - State if current employee or contingent hire.

*Include labor category (GSA standard) and level of commitment on other contracts*

*Insert profile or summary here...*

**Job Title(s):**

*Company Name, City, State (Year-Year). Accomplishment and/or project role. Start with a strong action verb. Specify if work was directly for the NRO. (Repeat as necessary/desired)*

**Education:**

*Institution(s), Degree(s), year granted; (separate degrees with semi-colons and include any additional academic credentials/certifications at the bottom, if desired)*

**Relevant Experience:**

*(National Systems, NRO, IC (not including NRO), mil operations, staffing, IMINT, SIGINT, MASINT, Multi-INT, engineering, collections, program management, national intelligence integration – follow each applicable category with (xx years), separate with commas; all information must be supported in the profile/summary/Jobs sections)*

**Clearances:**

*List clearances, date issued, and agency; separated with commas*

**Computer software skills (Microsoft Word, Excel, Powerpoint, etc.):**

*List software programs and self-assessed level of proficiency (beginner/intermediate/advanced), separate with commas*

**Position-Specific Relevant Work Experience:**

*Briefly explain what skills and experience this person has which make him/her particularly suited for this position or location. Include experience working at/with/for the users at the position location.*

**Self-Assessed Subject Matter Expert (SME) Area(s):**

*Specify the area in which you are most experienced: IMINT/SIGINT/MASINT/Multi-INT/Engineering/Collections (Select only 1 or 2, and must be justified in profile/summary/jobs)*

*-- Classify this document accordingly when filled in*

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**Appendix C – Contract Deliverable Requirement List (CDRL) Summary**

<b>Data Item No.</b>	<b>Title of Data Item</b>
A001	Program (including subcontractor) Management Plan (PMP)
A002	Staffing Plan
A003	Transition Plan
A004	Security Standard Operating Procedure (SOP)
A005	Field Representative Activity Reports
A006	Financial Report
A007	Program Review
A008	Contract Closeout Plan
A009	Miscellaneous

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**National Reconnaissance Office**

**Office Of Policy and Strategy**

**System Engineering and Technical Advisory  
Services Contract**

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**BLAZE**

**Statement of Work**

**04 April 2011**

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**UNCLASSIFIED****Table of Contents**

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**UNCLASSIFIED****1. Introduction****1.1 Background**

The National Reconnaissance Office (NRO) is organized and managed as a partnership between the Secretary of Defense (SecDef) and the Director of National Intelligence (DNI) to meet the overhead reconnaissance requirements of both the Department of Defense (DoD) and the national Intelligence Community (IC). The NRO is responsible for the development, acquisition, and operation of state-of-the-art satellite intelligence collection systems and their associated ground support elements. The NRO is an operating component of the DoD and a member of the IC. It is jointly staffed with the intent of combining the talent, resources, and authorities of the DoD and the IC to maximize mission effectiveness. The DNI and SecDef exercise joint oversight over the NRO.

The NRO policy and strategy mission intersects with those of the Executive Office of the President (the National Security Staff and the Office of Science and Technology Policy), the Department of Defense (policy, intelligence, and acquisition components), the Joint Staff, Combatant Commanders, Military Services, the Office of the Director of National Intelligence (ODNI), the Intelligence Community (IC), the Department of State, the National Aeronautics and Space Administration (NASA), and the Department of Commerce, representing the U.S. commercial space industrial base.

The NRO Office of Policy and Strategy (OP&S) is responsible for a variety of policy and strategy coordination, representation, and corporate compliance-related functions that directly support the NRO Director (DNRO) and the NRO senior leadership team. OP&S works with

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**1.2 Purpose**

The purpose of the OP&S support program is to provide technical, analytic, and liaison subject matter expertise to the NRO in the areas of Policy and Strategy, Enterprise Policy, and International Policy and Affairs. Well-versed experts are essential to provide innovative evaluations and recommendations, implementation approaches, and interfaces with stakeholders in order to achieve NRO objectives.

**1.3 Scope**

The contractor shall provide support that covers multiple functions within OP&S. Deliverables will be comprised of, but not limited to, reports, briefings, and educational materials as well as well-written, clear, and impactful draft speeches, policies, strategies and other documentation as defined in the SOW.

The contractor shall assist the government with establishing and maintaining relationships with other NRO elements as well as interagency and international partners. This support includes, but shall not be limited to, engaging these entities as appropriate, providing advice on key issues, and facilitating government interaction.

The contractor shall provide support required to implement policies and strategies throughout the NRO. This support includes, but shall not be limited to, providing an effective means of information management, collaboration, and training, as well as interfacing with all NRO Ds&Os as

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appropriate and facilitating NRO-wide working groups and other forums.

In addition, the contractor shall provide administrative tasks enabling the smooth functioning of OP&S and perform special studies at the government's request.

**2. Applicable Documents**

In the case of conflicts between information contained within this Statement of Work (SOW) and other cited documents, the SOW shall take precedence. In the event of conflict between the SOW and any other prescribing documents, the contractor shall notify the Contracting Officer (CO) in writing within five (5) days of identifying the conflict. Nothing contained in the SOW supersedes applicable laws or regulations unless specific exemptions have been obtained in writing from the CO. All references to documents in Sections 2.1 and 2.2 refer to the most current approved version.

**2.1 Compliance Documents**

The contractor team shall comply with the most recent version of the following documents:

- *NRO Classification Guide*
- *NRO Security Manual*
- *ICD 6/4: Personnel Security Standards*
- *Strategic Communications Corporate Business Process*
- *NRO Governance Plan*
- *Office of Management and Budget (OMB) Bulletin 07-04*
- *Federal Manager's Financial Integrity Act (FMFIA)*

**2.2 Reference Documents**

- *DNRO Policy Note 2010-2: Establishment of the Office Policy and Strategy*
- *Memorandum of Agreement between the Secretary of Defense-Director of National Intelligence concerning the NRO, 21 Sep 2010*

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- *Organizing Principles for the National Reconnaissance Office, 25 Mar 2010*
- *Joint Capability Document for the Unified Cryptologic System*
- *Capability Development Document for Overhead SIGINT (OSCDD)*
- *Joint Capability Document for the National System for Geospatial-Intelligences (NSG)*

**3. Personnel Qualifications**

The contractor shall provide a staff consisting of individuals with in-depth knowledge, skills and experience in the areas of policy and strategy development, international affairs, overhead reconnaissance, multiple intelligence disciplines, acquisition, operations, management, exploitation and integration. This staff shall have experience with NRO, IC, DoD or other Government departments or agencies and demonstrate a thorough understanding of these organizations and their internal processes. Contract personnel shall be able to communicate succinctly, effectively, and persuasively via written products, briefings, and informal interaction.

**3.1 Key Personnel Qualifications**

Key personnel for this effort shall include the Program Manager and a lead for each of the following task categories: Policy and Strategy, Enterprise Policy and International Affairs. All key personnel shall have three (3) years NRO experience; it is desired that they have at least 10 years NRO experience related to sections 4.1-4.3 of the SOW. Qualifications for each task category are as follows:

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**Table 1: Key Personnel Qualifications**

Relevant Experience		
Key Personnel	Required	Desired
Policy & Strategy	(3) years NRO experience 10 years experience relevant to SOW 4.1	15 years experience relevant to SOW 4.1-4.3
Enterprise Policy	(3) years NRO experience 5 years experience relevant to SOW 4.2	10 years experience relevant to SOW 4.1-4.3
International Affairs	(3) years NRO experience 10 years experience relevant to SOW 4.3	15 years experience relevant to SOW 4.1-4.3
Program Manager	(3) years NRO experience 5 years PM experience 3 years experience relevant to SOW 4.1-4.5	10 years PM experience 10 years experience relevant to SOW 4.1-4.5

Education/Certification		
Key Personnel	Required	Desired
Policy & Strategy	Undergraduate degree relevant to SOW 4.1	Graduate Degree relevant to SOW 4.1-4.3
Enterprise Policy	Undergraduate degree relevant to SOW 4.2	Graduate Degree relevant to SOW 4.1-4.3
International Affairs	Undergraduate degree relevant to SOW 4.3	Graduate Degree relevant to SOW 4.1-4.3
Program Manager	Industry-recognized PM certification.	Graduate Degree relevant to SOW 4.1-4.5

## 3.1.1

**Policy and Strategy:** Key personnel for this task category are required to have (3) years NRO experience and at least ten (10) years experience and at least an undergraduate degree relevant to section 4.1 of the SOW. It is desired that Policy and Strategy key personnel have at least 15 years experience and at least a graduate degree relevant to sections 4.1-4.3 of the SOW.

## 3.1.2

**Enterprise Policy:** Key personnel for this task category are required to have (3) years NRO experience and at least five (5) years experience and at least an undergraduate degree relevant to section 4.2 of the SOW. It is desired that Enterprise Policy key personnel have at least 10 years experience and at least a graduate degree relevant to sections 4.1-4.3 of the SOW.

## 3.1.3

**International Affairs:** Key personnel for this task category are required to have (3) years NRO experience and at least ten (10) years experience

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and at least an undergraduate degree relevant to section 4.3 of the SOW. It is desired that International Affairs key personnel have at least 15 years experience and at least a graduate degree relevant to sections 4.1-4.3 of the SOW.

## 3.1.4

**Program Manager:** Key personnel for this task category are required to have (3) years NRO experience and at least five (5) years program management experience and an industry-recognized Program Management certification. It is desired that the Program Manager have at least 10 years experience and at least a graduate degree relevant to sections 4.1-4.5 of the SOW.

**3.2 Required Expertise**

The contractor shall provide a mix of personnel with skills and expertise necessary to effectively perform the tasks defined in the SOW. This team shall exhibit and apply expertise including, but not limited to, the following areas:

## 3.2.1

**Strategy.** IC/DoD Director-level policy and strategy development related to overhead reconnaissance architecture, modeling and simulations, wargaming, industrial base, and international affairs including space-related cooperation.

## 3.2.2

**Policy.** Policies, laws, treaties, regulations, guidance, and other relevant information pertaining to overhead reconnaissance. Policies and issues related to space, air, and cyber domain integration, black-white space integration, technology transfer and export controls, and commercial, civil, and international affairs including space activities.

## 3.2.3

**Enterprise Policy.** Corporate governance, management controls, corporate communications and outreach, as well as external/internal-agency agreements, interactions, and dependencies.

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**International Affairs.** U.S. international relationships, agreements, policies, and doctrine regarding national security. IC and DoD cooperation with foreign nations, particularly with the United Kingdom, Australia, Canada and New Zealand. Capabilities of foreign space programs, including overhead collection and related ground infrastructure.

## 3.2.5

**Executive Support.** Information management, workflow management, and information sharing processes.

**3.3 Required Functional Expertise**

The contractor shall provide a mix of personnel with skills and expertise required to effectively perform the tasks defined in the SOW. This team shall exhibit and apply expertise including, but not limited to, the following functional areas:

## 3.3.1

**Acquisition and Programming.** Federal Acquisition Regulations, NRO Acquisition Manual, and other rules, guidance, and processes related to major system acquisitions, including IC and DoD planning, programming, budgeting and execution processes.

## 3.3.2

**Space Operations.** All facets of space operations including, but not limited to, command and control, space protection, space situational awareness, orbital debris, collision avoidance, frequency management, and launch.

## 3.3.3

**NRO Capabilities and Intelligence Disciplines.** The contractor team shall have in-depth knowledge of the full spectrum of NRO programs and capabilities and include functional experts in SIGINT, GEOINT, MASINT, Communications, and Special Communications. In addition, the team shall include expertise in cyber capabilities related to offense, defense, and exploitation as well as the policies, laws, and regulations that govern these activities.

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**UNCLASSIFIED****4. Tasks**

The contractor shall provide advisory and assistance support as an integral part of the OP&S workforce team to accomplish the OP&S mission in the task and sub-task areas of Section 4. Not all tasks are required to be performed at all times by all personnel. Tasks contained in this SOW define functional areas and will support OP&S requirements within whatever OP&S organizational structure exists when tasks and sub-tasks are assigned by the Government task officers with the Contracting Officer's Technical Representative (COTR) concurrence. The contractor shall comply with official Government notifications regarding changes in priorities and resource allocation.

- 1) Policy and Strategy Support
- 2) Enterprise Policy Support
- 3) International Affairs Support
- 4) Executive Support
- 5) Program Management

The contractor shall provide the appropriate skills mix of technically qualified individuals to fully meet the requirements specified in the following sections.

**The contractor shall:**

**4.1 Policy & Strategy Support**

Provide support to the development and implementation of NRO goals, objectives, strategies, policies, and plans to enable its mission. This support shall include, but is not limited to, providing innovative solutions to issues related to national security space, IC partner integration, black-white space integration, commercial and civil space activities, space industrial base, international cooperation, technology transfer, operational support, cross-domain and cyber capabilities, wargaming, and enhanced system architectures.

**4.1.1 Analysis****4.1.1.1**

Investigate on-going innovations throughout the NRO, evaluate their potential and, if appropriate, draft policy and strategy to codify these as best practices approved by the DNRO.

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## 4.1.1.2

Proactively assess policies and strategies proposed by internal and external organizations; propose new and revised language for, but not limited to, NRO, IC, DoD and other national security policies and strategies related to intelligence and space; and develop various types of communications including, but not limited to, draft policies and strategies, DNRO policy notes, position papers, briefings, and other reports as needed.

## 4.1.1.3

Assist with analyzing and developing policies which may impact the NRO, IC and/or DoD missions. Specific areas include policies and strategies related to national security, international, civil, and commercial space and intelligence. Identify issues, provide necessary background information, provide potential solution options, discuss the merits of each option, and provide recommendations.

## 4.1.1.4

Analyze intelligence requirements and propose NRO response(s) to ensure appropriate leverage of NRO capabilities. Present recommendations in written and briefing products to OP&S management.

**4.1.2 Advisory**

## 4.1.2.1

Provide expert advice through direct and indirect interaction with NRO Ds&Os and IC, DoD, and other Government departments and agencies. Provide technical, operational, and acquisition policy and strategy advice spanning multi-INT, cross domain capabilities for current and future architectures. Provide expertise in GEOINT, SIGINT, MASINT, and communications systems.

## 4.1.2.2

Support Government interactions with, but not limited to, NRO, DNI, DoD and other organizations within U.S. and foreign governments. Prepare white papers, briefings, presentations, and

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recommended courses of action that support NRO representatives to these organizations.

**4.1.2.3**

Provide continuous evaluation of existing policies, strategies, and implementation measures to recommend modifications, additions, or deletions to the Government.

**4.1.2.4**

Support the development of strategic partnerships that are mutually beneficial to NRO, its mission partners, and its customers. Identify opportunities to support partners and customers by leveraging unique NRO acquisition, technology development and system capabilities in novel ways and by expanding NRO's impact beyond its historical limits. Make recommendations on approaches most advantageous to the NRO, its partners/customers and the nation.

**4.1.2.5**

Develop draft NRO position papers on a variety of IC and national security space-related issues. Formulate and document NRO position(s) on overhead-related policies and strategies that address multi-INT concepts, architectures, cross-domain objectives, and cyber-related activities.

**4.1.2.6**

Identify and develop opportunities for OP&S to actively engage with the IC, DoD, mission partners, and other interagency organizations. Draft issue papers and briefings related to national intelligence, such as systems, policies, requirements, and current operations.

**4.1.2.7**

Propose and develop plans for end-to-end solutions for Government initiatives, including maintenance of action plans and assistance to the Government for implementation.

**4.1.3 Coordination****4.1.3.1****UNCLASSIFIED**

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Coordinate at the appropriate levels of NRO, IC, DoD, other Government departments and agencies to prepare OP&S leadership for discussions with senior leaders of these organizations. Participate in working groups and other forums to gather information, feedback, and issues.

**4.1.3.2**

Coordinate and integrate policy and strategy with internal and external components to ensure that proposed policies and strategies are executable and consistent with NRO, IC, and DoD objectives.

**4.1.3.3**

Coordinate with NRO's mission partners to shape system requirements architectural concepts to fully leverage NRO capabilities. Recommend an NRO position to the Government and support OP&S with articulating the NRO position at IC forums.

**4.2 Enterprise Policy Support**

The contractor shall provide policy and strategy experts to review and assess draft language proposed by internal and external organizations, propose new and revised language for internal approval and higher authority policy and strategy inclusion (National, ODNI, and SecDef), and develop various types of communications including, but not limited to, draft policies, interagency agreements, memorandums of understanding, management control programs, management letters of instruction, statements of assurance, briefings, and other reports as needed. The contractor shall have expertise in analysis, liaison, and regulatory compliance and shall be familiar with the IC policy and strategy development processes. In addition, the contractor shall effectively communicate policy decisions to all levels of the organization and be effective and fair arbiters between competing points of view.

**4.2.1 Corporate Governance Support**

The NRO Corporate Governance (CG) Process documents the framework by which the NRO conducts its business.

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Assist the government to develop and implement an effective and accountable NRO enterprise framework. Coordinate with NRO Ds&Os and provide guidance to ensure their compliance with this framework.

**4.2.1.2**

Assist the government with developing and executing methods to manage NRO CG processes including, but not limited to, maintaining the Directive-Instruction transition list and creating standardized templates that support NRO Business Processes, Policies, Directives, and LOIs.

**4.2.1.3**

Manage execution of the enterprise framework, including hosting regular meetings with Ds&Os representatives, maintaining documents in government-provided databases, staffing updates through appropriate decision processes, and providing guidance and expertise to Ds&Os as needed.

**4.2.2 Management Control Program**

The NRO Management Control Program (MCP) ensures that business processes include the necessary internal controls to mitigate risk of fraud, waste, and mismanagement of resources. The contractor shall provide expertise and support to OP&S to 1) test controls to ensure they are effective and 2) task corrective actions when controls are inadequate or do not exist to protect resources.

**4.2.2.1**

Assist in the execution, maintenance, and management of the NRO MCP. This effort shall be done in compliance with documents to include the Office of Management and Budget (OMB) Bulletin 07-04, the Federal Manager's Financial Integrity Act (FMFIA), and all other applicable laws, regulations, bulletins, directives and instructions in preparation for fiscal year end reporting. Assist in developing reports and other documentation required by OMB, DNI, and NRO.

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**UNCLASSIFIED****4.2.2.2**

Maintain the NRO Management Control Plan and OP&S subordinate plan, lead NRO-wide MCP audits and verifications, and assist in identifying and monitoring corrective actions. Provide process, procedure, and policy recommendations; assist in correcting deficiencies identified by the MCP; and revise ineffective policies and procedures.

**4.2.2.4**

Draft the annual NRO SOA for government approval. Collaborate with the NRO's Business Plans and Operations (BPO) Finance (b)(3) to consolidate the SOA, and coordinate the SOA through OP&S management for DNRO approval and release to DNI.

**4.2.2.5**

As needed, perform MCP training.

**4.2.3 Intelligence Community Directives**

Review draft Intelligence Community Directives (ICDs) to gauge potential impact upon NRO equities. Identify and coordinate with relevant NRO Ds&Os via the Tracking Information and Enterprise Response (TIER) system. Review and assess all viewpoints, brief OP&S government points of contact (GPOCs), and prepare a response for the ODNI based on recommendations gathered from relevant D&Os. Substantive review may include identifying any overlap with existing ICDs as well as internal or external agreements.

**4.2.4 Interagency Agreements & Memorandums of Understanding**

Review external agreements, to include interagency agreements (IAs) and memorandums of understanding (MOUs) for style (adherence to templates) and substance. Substantive review may include identifying any overlap or conflict with existing agreements, as well as any references to NRO or IC policies that have been revised or rescinded. Monitor agreements' progress in the NRO TIER database, issue ID numbers to completed agreements, and file signed copies in OP&S repositories.

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**UNCLASSIFIED****4.3 International Affairs Support**

The contractor shall support the Government with establishing and maintaining relationships with counterparts across the NRO, IC, and DoD, as well as with mission partners and foreign governments, to resolve, coordinate, and respond to issues of concern to the DNRO and D/OP&S.

The contractor shall assist the Government to develop comprehensive NRO international policies, strategies, and plans for engaging appropriate foreign governments. The contractor shall also serve as a subject matter expert in U.S. international policy, relationships, and doctrine. The contractor shall demonstrate experience in intelligence capabilities, operational support, foreign and inter-agency liaison, and regulatory compliance and shall be able to identify and assess threats to, and opportunities to advance, U.S. equities stemming from NRO's foreign partnerships.

**4.3.1 Analysis****4.3.1.1**

Analyze international policy and strategy proposals which may impact the NRO, IC and/or DoD missions. Specific areas include national space policy, national security strategy, national intelligence strategy, national defense strategy, and national security space strategy.

**4.3.1.2**

Identify issues, provide necessary background information, provide potential solution options, discuss the merits of each option, and provide recommendations.

**4.3.1.3**

Identify issues and opportunities for NRO and mission partners with respect to enabling and improving NRO support to allies and partners using NRO systems, capabilities, products, services, and tools.

**4.3.2 Advisory****4.3.2.1****UNCLASSIFIED**



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Draft policies and strategies related to foreign cooperation on overhead reconnaissance, intelligence and other areas of interest to NRO. Revise and coordinate these documents internally and externally to NRO under government direction and guidance.

**4.3.2.2**

Recommend opportunities and approaches for engagement with foreign governments to accomplish NRO, IC and other U.S. Government objectives.

**4.3.2.3**

Evaluate international treaties and other agreements between the U.S. and foreign governments related to overhead reconnaissance and intelligence cooperation. Advise the government on limitations and opportunities for engagement with foreign governments given this framework.

**4.3.3 Coordination****4.3.3.1**

Plan and coordinate with counterparts across the NRO, IC, and DoD to ensure consistency in cooperation with foreign entities. This includes but is not limited to, administering NRO working groups and forums as well as supporting the Government with participation in external forums related to international cooperation.

**4.3.3.2**

Facilitate interaction between government personnel by arranging meetings, managing working groups, providing read-ahead information and participating in these discussions as a subject matter expert, as appropriate.

**4.4 Executive Support**

The contractor shall provide executive support to include, but not limited to, workflow management, administrative support, and information management support. Provide administrative support to include building complex briefings with significant graphics content; tracking, preparing, reviewing, and staffing of memorandums and related written communications internal and external to OP&S; executive administration; travel

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documentation; correspondence and file maintenance; review and coordination of deliverables; and activities scheduling.

**4.4.1 Work Flow Management****4.4.1.1**

The contractor shall manage inter- and intra-agency coordination of a substantial number of high-interest action items. The contractor shall work with counterparts across the NRO to resolve, coordinate, and respond to issues of concern to the DNRO, Director of OP&S (D/OP&S), (b)(3) 10 U.S.C. 424, and Director's Action Staff.

**4.4.1.2**

Coordinate, staff, and track OP&S and other NRO actions, taskings, issue papers, and other memoranda in accordance with NRO direction and guidance. Support OP&S action tasking and tracking through the establishment and maintenance of management information needed to keep appropriate staff fully informed of the status of all actions and activities, including keeping administrative databases up to date.

**4.4.1.3**

Make recommendations regarding assignment and prioritization of actions within OP&S and throughout NRO. Support the development and coordination of OP&S responses to NRO and external tasking. Track progress against D/OP&S-directed milestones.

**4.4.2 Protocol Support****4.4.2.1**

In concert with the OP&S Front Office, plan, organize and execute protocol requirements associated with hosting other NRO, IC, DoD, National, or International Agency VIPs during conferences, meetings, briefings, or related official activity.

**4.4.2.2**

Support the planning and execution of VIP and group visits to the NRO and senior OP&S visits. This includes internal and external read-ahead package

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preparation (e.g., briefings, white papers, staff summary sheets), and after-action reports.

**4.4.3 Information Management****4.4.3.1**

Provide support necessary for OP&S to communicate effectively with internal and external customers. Tasks include populating OP&S websites and databases with policy and strategy documents, reference material, and information about OP&S products, services, and customer support.

**4.4.3.2**

Perform general administrative duties associated with records management. Identify essential records and information necessary for the continuity of operations, while ensure compliance with appropriate directives concerning the retention, storage, and disposition of official records. Assist the OP&S Program Records Officer conduct records inspections, report results, and provide staff training. Maintain OP&S websites and collaboration tools.

**4.4.3.3**

Support the Government response to requests for official releases of government information requested by external government agencies or private individuals. This includes, but is not limited to, recommending Foreign Disclosure/Releasability and supporting responses to requests for information under the Freedom of Information Act (FOIA).

**4.4.4 Administrative Support****4.4.4.1**

Provide administrative support to include preparing, reviewing, and staffing correspondence and other written communications internal and external to OP&S; building complex briefings with significant graphics content; preparing travel documentation; providing executive administration; and ensuring OP&S compliance with NRO procedures and policies.

**4.4.4.2**

Organize, execute, and facilitate forums to include, but not limited to, staff meetings, working groups, and conferences.

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**UNCLASSIFIED****4.5 Program Management**

The contractor shall provide program management as described in the following paragraphs. Program management includes, but is not limited to: staffing plans, funds tracking and reporting, delivery of Contract Data Requirements List (CDRL) items, and daily resolution of contract issues. No more than 50 percent of an FTE is required for program management.

**4.5.1 Program Manager****4.5.1.1**

The PM will be considered key personnel for this effort and is expected to possess the required technical expertise and programmatic expertise to immediately support OP&S at contract award.

**4.5.1.2**

The PM shall provide daily program management and oversight for all tasks and requirements associated with this contract. The PM shall be accountable for ensuring all services are delivered and all tasks are performed within established program guidelines and budgets.

**4.5.2 Program Management Plan (CDRL A001)****4.5.2.1**

Maintain a Program Management Plan that defines the contractor's approach to providing high-quality products and services to meet the requirements of this SOW. The PMP shall include, but will not be limited to, the following:

- a) Schedule Management - Define process for meeting contract milestones and timelines.
- b) Cost Management - Define process for financial reporting and control.
- c) Subcontract Management - Define methods and controls for subcontract management to include organizational structure and relationships, authority and responsibility, tasking, reporting, and lines of communication.

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- d) Information Management - Describe means of maintaining all contract information and making it accessible to the Government.
- e) Risk Management - Define process to proactively identify and effectively mitigate any potential or actual risks.
- f) Delivery of Contractual Requirements - Define process for quality assurance for deliverables such as documents, plans, reports, correspondence, analytical papers, and briefings.

**4.5.2.2**

The Program Management Plan shall include a Staffing Plan that addresses the following elements as a minimum:

- a) Plans for recruiting, training, and retaining staff to meet contractual requirements and maintain workforce stability, with particular focus on surge requirements.
- b) Process for maintaining up-to-date resumes (template attached), position descriptions and work schedules for all personnel.
- c) The process (including timeline) for removing or replacing personnel when required and constantly reevaluating staff to ensure the best qualified workforce is provided to meet the Government's fluid workload, and focus areas.
- d) Plans for accommodating the Government's work schedule, to include all official Government holidays, alternative work schedules, operational requirements, weather and emergency situations
- e) Staffing Matrix (template attached) that defines the level of effort of each individual against each task category.
- f) Skills Matrix (template attached) that highlights the labor category, education, and relevant experience of all personnel. It is

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desired that the contractor maintain at least one subject matter expert in each of the areas listed in the staffing matrix.

**4.5.3 Management Reviews****4.5.3.1**

The contractor shall be responsible for planning, and organizing bi-annual Program Management Reviews. The contractor shall (CDRL A002) provide the CO and COTR with program status and progress. The reviews shall include discussion of planned and actual contractor staffing, status and issues of efforts by task, security issues, funding status, and other issues as requested by the CO, COTR, or identified by the contractor

**4.5.3.2**

The contractor shall submit a Monthly Contract Status Report (CDRL A003) to coincide with invoice submission. The report shall include actual and projected LOE expenditure by labor category, summary of activities and deliverables for that period, funds availability, and projected funds run-out date. This report will be discussed with the COTR and Contracting Officer at a Monthly Status Review.

**4.5.3.3**

The contract shall submit a Weekly Activity Report documenting progress on assigned tasks. This report shall include meeting notes, results and follow-on actions; product status; and services provided during the period.

**4.5.4 Transition Planning (CDRL A005)****4.5.4.1**

The contractor shall address transition planning such that all actions necessary for transition from the previous contract result in minimal disruption. The program manager shall be in place at contract initiation. All other personnel shall be in place to accommodate existing contract period of performance end dates provided by the Government. The transition plan shall include, but is not be limited to, the following elements:

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- a) Identification of and schedule for all transition activities.
- b) Plans for processing required security clearances.
- c) Plans for necessary staff training, including mission familiarization.
- d) Approach for dealing with limited access to facilities and networks during the transition period.
- e) Identification of any Government (or existing contractor) support needed to assist with the transition activities.
- f) Processes to proactively identify and effectively mitigate any potential or actual risks associated with transition.

**4.5.4.2**

When directed, the contractor shall prepare a contract closeout plan describing activities transition to the successor. The plan shall address all factors listed in paragraph 4.5.4.1.

**5. Deliverables**

The contractor shall ensure deliverables are completed in a timely manner and in accordance with the SOW and CDRL. Contract performance will be measured by the quality and completeness of these products.

**6. Special Considerations****6.1 Place of Performance**

The primary place of performance will be Westfields. The Government will provide appropriate office space, computer resources, and telecommunications equipment for all contractors working out of the Westfields location. If alternative locations are proposed, the contractor will be responsible for all security and connectivity requirements to ensure that all SOW tasks can be met. During the performance of the contract, alternative working locations must be approved by the COTR.

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**UNCLASSIFIED****6.2 Travel**

At the direction of the Government, contract personnel shall be required to travel to locations worldwide, which may include locations and facilities in support of SOW requirements. Contractor travel is to be arranged through the contractor's home office. The contractor must conform to the Joint Federal Travel Regulation and NRO policies regarding domestic and foreign travel. COTR must approve all travel prior to departure.

**6.3 Government-Furnished Equipment**

All government provided equipment must be properly accounted for.

**6.4 Non-standard Hours**

Members of the contractor's team may be required to work non-standard and extended hours. However, the general work week will be in accordance with OP&S core hours. Core hours for OP&S are defined as 0900 - 1600. Some flexibility may be coordinated with the COTR.

**7. Security****7.1 General**

The contractor shall provide personnel who are TS/SCI cleared with an SSBI in accordance with the NRO Security Manual and Intelligence Community Directive (ICD) 704.

The Contractor shall ensure strict compliance with and operate in accordance with the National Reconnaissance Office (NRO) Security Manual, Vol. 1 - Industry Annex, Director of Central Intelligence Directives (DCID), Intelligence Community Directives (ICDs), the National Industrial Security Program Operating Manual (NISPOM), the NISPOM Sup, the issued DD254 and other applicable security directives and guidance.

The Contractor shall provide and maintain Security Standard Operating Procedures that describes its ability and approach to comply with the security requirements of this contract. (CDRL A005, Security Standard Operating Procedure)

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**Attachments**

1. Staffing Matrix Template
2. Skills Matrix Template
3. Resume Template

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# **National Reconnaissance Office Business Plans and Operations (BPO)**

## **Statement of Work for Front Office Speechwriter**

**Revised: 25Oct2012**

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1. **BACKGROUND:** The primary responsibility of the Front Office Speechwriter is to prepare speeches and/or talking points for the Director, National Reconnaissance Office (DNRO), the Principle Deputy Director (PDDNRO), and the Deputy Director (DDNRO). This includes responsibility for the preparation of any related presentation materials such as PowerPoint charts and videos.
2. **PURPOSE:** This individual will be responsible for the preparation of the weekly e-mail, sent by the DNRO or designee to the Director of National Intelligence and the Under Secretary of Defense for Intelligence, among others.
3. **SCOPE:** This individual will be responsible for preparing various related written speeches, talking points and/or messages and may be tasked with responsibility for preparing or editing public relations or legislative liaison products.
4. **PERSONNEL QUALIFICATIONS / EXPERTISE:** The contractor shall provide personnel with skills and expertise necessary to effectively perform the tasks defined in the SOW.
5. **TASKS:** The contractor shall be responsible for preparing various related written messages, including but not limited to:
  - Scripts for videos recorded by the DNRO, PDDNRO or DDNRO
  - E-mail messages to be sent by the DNRO, PDDNRO or DDNRO to the workforce regarding current events, holidays, policy, etc.
  - Official and unofficial correspondence from DNRO, PDDNRO or DDNRO to both internal and external recipients
  - Oral testimony and statements for the record to be delivered to Congress as directed by the Director, Office of Strategic Communications

In addition, as time allows, this individual may be tasked with responsibility for preparing or editing public relations or legislative liaison products, including but not limited to:

- Newsletters
  - Brochures
  - News releases
  - Congressional notifications
6. **DELIVERABLES:** The contractor shall ensure deliverables are completed in a timely manner and in accordance with the SOW. Contract performance will be measured by the quality and completeness of these products.

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7. **PLACE OF PERFORMANCE:** The primary place of performance will be Westfields. The Government will provide appropriate office space, computer resources, and telecommunications equipment for personnel working out of the Westfields location. If alternative locations are proposed, the contractor will be responsible for all security and connectivity requirements to ensure that all SOW tasks can be met. During the performance of the contract, alternative working locations must be approved by the COTR.
8. **PERIOD OF PERFORMANCE:** The period of performance will be 19 November 2012 through 31 October 2013.
9. **NON-STANDARD HOURS:** Members of the contractor's team may be required to work non-standard and extended hours. However, the general work week will be in accordance with OP&S core hours. Core hours for OP&S are defined as 0900 – 1600. Some flexibility may be coordinated with the COTR.
10. **TRAVEL:** There is no travel anticipated in support of this SOW.

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**National Reconnaissance Office**  
**Business Plans and Operations (BPO)**

Statement of Work  
for  
**Strategic Communication  
Liaison**

**Revised: 25Oct2012**

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1. **BACKGROUND:** The Strategic Communication Liaison
2. **SCOPE:** The Strategic Communication Liaison will establish a formal function within the Office of Strategic Communications (OSC) augmenting existing strategic communication capabilities and coordinating activities with existing strategic communication elements across the Directorates and Offices (Ds&Os) of the NRO.
3. **PERSONNEL QUALIFICATIONS / EXPERTISE:** The contractor shall provide personnel with skills and expertise necessary to effectively perform the tasks defined in the SOW.
4. **TASKS:** The Contractor shall:
  - Organize and manage a formal communications working group to coordinate NRO D&O outreach efforts on specific NRO key initiatives, maximizing existing capabilities and minimizing redundancy and inconsistent communications.
  - Collaborate with the OSC team and strategic communication entities throughout the NRO to develop internal messaging for Ds&Os and coordinate dissemination of that information to various leaders/SMEs for use in outreach activities.
  - Develop and implement continuous and consistent communication activities through the corporate decision process to ensure an NRO collective 'voice' is established with regard to key NRO initiatives including, but not limited to:
    - Actions and initiatives from DNRO site visits
    - New program and project initiatives (i.e., OCIO IA, ARCHANGEL)
    - Evolutionary Acquisitions
    - IMINT, SIGINT, COMM Ways-Ahead
    - R&T demonstrations (i.e., REF ID: A66319 (IMINT), REF ID: A66319 (SIGINT))
    - Mission Support outreach
  - Enable enhanced decision making and preserves NRO resources in an austere Intelligence Community and DoD fiscal environment.

Also, In order to achieve the above objectives the Strategic Communication Liaison shall:

- Provide NRO Ds&Os a proactive and structured approach
- Engage the DNRO, PDDNRO and DDNRO , through OSC leadership, identifying their priority messaging requirements and disseminating these to NRO D&O leadership
- Promote stakeholder (NRO Ds&Os, mission partners, users, Congress, OMB, ODNI, industrial partners) buy-in through engagement and dialogue

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- Meet stakeholders' needs with tailored approaches and solutions
- Leverage knowledge of stakeholders to inform other work streams and tasks

The Strategic Communication Liaison will implement a five phased approach to achieve this formal communication function within the Office of Strategic Communications (OSC). The five phased approach includes achievable actions and each phases timeline is dependent on the enormity of the NRO's identified initiative.

1. **Assess the Situation & Audience:** The liaison will conduct a baseline assessment of current NRO efforts, identify all stakeholders, key messengers and prioritize enterprise initiatives. Upon completion of this phase, the OCS will be able to identify and prioritize stakeholders, messengers, and champions who speak on behalf of the agencies initiatives and comprehend current challenges and mission requirements.
2. **Design & Plan Approach:** The liaison will identify the strategic goals of the communications group, a consortium of prime agency communicators, target audiences, key messages and the metrics to measure effectiveness of marketing tactics. At the end of phase two, the OSC will be able to determine key messages, identify appropriate marketing tactics and develop feedback loops to ensure target audiences understand messages. In addition, the OSC will have effective and achievable metrics to determine success factors and necessary improvements.
3. **Develop Products & Vehicles:** The liaison will develop communication products with key messages and train key messengers and stakeholders to foster message consistency. At the end of phase three, the OSC will have a compilation of activities and products that assist the organization in meeting the strategic marketing and advocacy goals
4. **Disseminate Messages/Implement:** The liaison will coordinate communication responsibilities throughout the NRO and monitor feedback and make adjustments as necessary. Phase four will ensure leaders and stakeholders understand the strategy, roles and respective responsibilities, engage & train key messengers, concurrently deploy multiple tools and tactics, adapt message & delivery in response to feedback and keep feedback loops current.
5. **Evaluate & Adjust:** The liaison will remain open to stakeholder input, collect data and assess key message effectiveness, evaluate product/vehicle effectiveness and adjust strategy and tactics as necessary. The liaison will engage independent parties for measurement, communicate results of evaluation, and recommend the redirection of resources as necessary to the OSC that will take the actions and make necessary changes

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**Unique qualifications:** (U) The liaison will implement a process that enables internal agency coordination and collaboration that facilitates NRO success by gaining stakeholder support for courses of action. The proposed applicant has experience developing strategic communication plans to include conducting baseline assessments, conducting research, identifying stakeholders and prioritizing efforts. In addition, this applicant has experience with strategic goal development, implementation planning, and determining metrics for effectiveness. These capabilities, coupled with expertise, training, and education in communications will facilitate leadership of the strategic communication functions resident throughout the NRO Directorates and Offices. This person also brings a maturity level and experience required to interact with NRO senior leaders.

5. **DELIVERABLES:** The contractor shall ensure deliverables are completed in a timely manner and in accordance with the SOW. Contract performance will be measured by the quality and completeness of these products.
6. **PLACE OF PERFORMANCE:** The primary place of performance will be Westfields. The Government will provide appropriate office space, computer resources, and telecommunications equipment for personnel working out of the Westfields location. If alternative locations are proposed, the contractor will be responsible for all security and connectivity requirements to ensure that all SOW tasks can be met. During the performance of the contract, alternative working locations must be approved by the COTR.
7. **PERIOD OF PERFORMANCE:** The period of performance will be 19 November 2012 through 31 October 2013.
8. **NON-STANDARD HOURS:** Members of the contractor's team may be required to work non-standard and extended hours. However, the general work week will be in accordance with OP&S core hours. Core hours for OP&S are defined as 0900 – 1600. Some flexibility may be coordinated with the COTR.
9. **TRAVEL:** There is no travel anticipated in support of this SOW.

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**STATEMENT OF WORK (SOW) for the Site Communications Processor  
(SCP)  
&  
eXercise and Operational Communications System (XOCOMM)  
Engineering Services Contract  
Version 2**

**15 November 2011**

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(U) All authorized changes to this document are to be recorded below at the time changes are received and inserted. This sheet is to be retained in the front of each document, thus enabling ready determination of the configuration status of documents.

VERSION	DATE	REVISION/CHANGE DESCRIPTION	PAGES AFFECTED	APPROVED BY	APPROVAL DATE
1.2	12/5/2011	Remove reference to CDRL A003	Section 1.2, page 6; page 16 CDRL List		
1.2	12/5/2011	Remove reference to CDRL A009 in relationship to IMS. CDRL A009 references BMR slides	Section 3.1.3. page 9		
1.2	12/5/2011	Duplication of Program Management Plan reference eliminated. Changed reference of CDRL A007 to reflect Program Management Plan leaving CDRL A008 to reflect Status Reports.	Section 3.1.2, page 9; page 16 update A008 to reflect Status Reports		
1.2	12/5/2011	In section 3.8 update reference to CLIN 001 to include LTG	Section 3.8; Page 15; line 6		

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# 1 (U) INTRODUCTION

(U) This Statement of Work (SOW) describes the work required by GED (b)(3) 10 in support of mission objectives for development, maintenance and operational support of NRO legacy and developing messaging, reporting, and information sharing systems. This effort provides software development, testing, Echelon 2 engineering support, Watch Desk support, quality assurance, configuration management, requirements management, documentation, operational support and training to the NRO and its mission partners.

## 1.1 (U) Background Overview

(U) The core activities include, but are not limited to, the activities described below.

(U) The NRO must provide a stable, rapid, secure, and efficient messaging and data communications capability for organizational (SCP/XIBus) and tactical messaging (XOCOMM) in support of NRO missions on a global, 24x7 basis. SCP, XIBus and XOCOMM, including related software, provide administrative, tactical and strategic users the capabilities to fulfill their operational missions.

(U) SCP, XIBus and XOCOMM and its related software provide tactical and strategic users the capabilities to fulfill their operational duties.

~~S//TK//REL~~ (U) Site Communications Processor (SCP) is the NRO's messaging switch for interfacing to the NRO and IC. SCP supports (b)(1)1.4c, (b)(3) 10 U.S.C. 424 SCP processes and routes organizational messages including (b)(3) 10 USC 424 (b)(3) 10 USC 424

~~(S//TK//REL)~~ Exercise and Operational Communications System (XOCOMM) is the NRO's system for processing and disseminating (b)(1)1.4c, (b)(3) 10 U.S.C. 424 (b)(1)1.4c (b)(3) 10 U.S.C. 424

~~(S//TK//REL)~~ XOCOMM's capabilities include:

• (b)(1)1.4c, (b)(1) 1.4g, (b)(3) 10 U.S.C. 424

~~(S//TK//REL)~~ XOCOMM supports the following missions and customers:

(b)(1)1.4c, (b)(3) 10 U.S.C. 424

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(b)(1) 4c, (b)(3) 10 U.S.C. 424

~~(S//TK//REL)~~ XML Information Bus (XIBus) is a message switch that provides a platform for messaging volume, delivery and dissemination requirements. XIBus is based on a modern messaging framework using Service Oriented Architecture (SOA) principles and facilitates Information Sharing between the NRO and IC.

## 1.2 (U) Project Overview

(U) The core activities or Base effort include, but are not limited to, the activities described below.

(U) The Contractor shall provide Sustaining Engineering including Echelon 2 support as well as, development support and limited development as directed by the Government for the following systems ():

- Site Communications Processor (SCP)
- XML Information Bus (XIBus)
- XOCOMM
- Consolidated Data Storage (CDS)
- Tactical Format Translator (TFT)
- XOGHOST
- LookingGlass/Cobalt SW Application for XOCOMM Monitoring
- Message Format Translator (MFT) component of Ground Reporting and Messaging (GRM)

(U) Sustaining Engineering includes the application of Information Assurance Vulnerability Assessments (IAVAs) patches, fixing DRs and other functionality in support of NRO Daily Operations. Development support includes support for Factory, System and Certification and Accreditation (C&A) Testing.

(U) XOCOMM Watch Desk – 24x7 Watch Desk for the mission-critical XOCOMM system which supports warfighters

(U) System Training - The Contractor shall provide informal system training to designated personnel as directed by the Government.

(U) Operations and Maintenance (O&M) – The Contractor shall provide O&M support for the systems listed above during normal working hours (nominally 0800 to 1700 Local Time) as well as, 24x7 after hours call-in support.

## 1.3 (U) Additional Efforts

(U) Additional efforts that will be implemented and added to this contract as directed by the Government and negotiated separately include:

- (U) New software and hardware development on messaging systems including SCP/XIBus, XOCOMM, GRM-MFT, CDS, ITS, and XOGHOST.
- ~~(S//TK//REL)~~ New software development for message producers and consumers that interface with XOCOMM
- (U) IT and Watch Desk Support for producers and consumers of XOCOMM that support the warfighter (b)(3) 10 U.S.C. 424
- (U) License renewals for Software on messaging systems including SCP/XIBus, XOCOMM, GRM-MFT, CDS, ITS, XIBus Client, XOGHOST and TFT.

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- (U) IC Messaging Efforts that interface with XOCOMM, SCP/ XIBus, GRM-MFT, TFT and XOGHOST such as the DNI Information Transport Service (ITS) Project
- (U) NRO Messaging Efforts that interface with XOCOMM, SCP, XIBus, GRM-MFT, TFT and XOGHOST systems.
- (U) System Engineering and Network Engineering support which includes integration and testing for systems that interface to message handling systems and networks in the NRO and IC.
- (U) Certification & Accreditation (C&A) Support as directed by the Government.

## 2 (U) GENERAL

### 2.1 (U) Compliance Documents

(U) The Contractor shall comply with all applicable documents as directed by the Government. The applicable documents include but are not limited to the following list.

- ACP 123 and Supplement 1 (Common Messaging Strategy and Procedures)
- (b)(3) 10 U.S.C. 424 [REDACTED]
- [REDACTED]
- [REDACTED]
- NRO Security Manual (NSM)
- DCID 6/3, Security 6/3, Protecting Sensitive Compartmented Information within Information Systems
- DCID 6/4, Personnel Security Standards
- GED Management Plan (GED MP)
- GED Systems Engineering Implementation Directive (SEID)
- Information Assurance Standards Document (IASD)
- NRO National Reconnaissance Office Classification Guide (NCG),
- NRO Site Integration Standards Volume 1 (Processes) and Volume 2 (Technical) (NSIS)
- NRO Certification and Accreditation For The National Reconnaissance Office Information Systems (NRO C&A)
- NRO Standards Document, Version 1.0 (NRO SD)
- National Industrial Security Program Operations Manual (NISPOM)

### 2.2 (U) Required Skills

(U) The required services and skills are characterized as E2 support services and require a diverse knowledge, of the NRO, the Intelligence Community (IC), Department of Defense (DoD), and industry standards and technologies associated with sustaining engineering, O&M, project engineering processes and management, message handling, and information security. The skills level will also, require a strong knowledge in (b)(3) 10 U.S.C. 424 [REDACTED] message processing, archiving and distribution. Other applicable skills include programmers possessing skills in Java, C/C++ and XML, knowledge of Commercial off the Shelf (COTS) and Government off the Shelf (GOTS) products, ORACLE databases, Router Administration and configuration, DCID 6/3, ICD 503 and C&A Processes, Configuration Management, Quality Assurance and Project Management.

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- (U) Security technology such as application firewalls, controlled interfaces, trusted operating systems, virtual private networks, secure routers, secure information management, and real-time monitoring,

- (S//TK//REL) DoD, IC and NRO legacy and planned message handling systems and architectures such as NRO COMM Site Communications Processo (b)(1)(1.4c. (b)(3) 10 U.S.C. 424

Joint Worldwide Intelligence Communications System (JWICS), Secret Internet Protocol Router Network (SIPRNET), Java Messaging Service, Extensible Markup Language (XML), Portals, and Web Based Design,

- (U) The ability to, integrate, test, deploy, operate, and maintain all Commercial Off The Shelf (COTS), Government Off The Shelf (GOTS) software and hardware utilized to provide the requested services listed below:

- a. (U) Operation and support of a Test Lab domain to emulate the operational environments,
- b. (U) The NRO Communications Network, its Management Information Systems (MISs), and the MISs for the NRO Mission Ground Stations,
- c. (U) The DCID 6/3, ICD 503 the NRO and IC Certification and Accreditation Process for Information Systems and NRO Instruction (NROI) 50-7 and Information Assurance Standards Document (IASD)

(U) The Contractor is required to support the effective development and deployment of secure systems within the management practices and guidelines of GED

### **2.3 (U) Security**

(U) All work performed shall comply with NRO Security procedures and directives deemed applicable by the Government. All personnel shall possess the necessary clearances (TS/SCI with /SI/TK) to work on this contract.

### **2.4 (U) Travel**

(U) The Contractor shall conduct travel as required by this contract and as approved by the Government. The Contractor shall prepare Trip Reports as required by the Government (CDRL A004).

### **2.5 (U) Technical Data Disposition**

(U) All technical data including source code or material developed/purchased by the Contractor, under contract funds, to support assigned tasks shall be returned to the Government at contract completion. Disposition of this material shall be in accordance with the program needs as directed by the Government

## **3 (U) REQUIREMENTS**

(U) This section outlines the work the Contractor shall perform under the SCP/XOCOMM contract. Work shall be in accordance with this SOW and the applicable documents in Section 2. The Contractor shall provide all personnel, facilities, equipment, and materials needed to accomplish the tasks of this SOW.

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### **3.1 (U) Program Management**

#### **3.1.1 (U) Program Manager (PM)**

(U) The Contractor shall provide for a Program Manager whose primary responsibility is directing, managing, and administering the accomplishment of all tasks required by the SOW, analyze requirements as they arise during the delivery of the program outlined herein, coordinate with the Government to meet changing requirements, and develop a plan to respond to changes and ensuring completion of program activities within the established budget and schedule.

(U) The PM shall keep the COTR fully informed of the progress, concerns, issues, risks, and any matter that could impact the performance on this contract.

(U) The Contractor shall conduct quarterly Program Management Reviews (PMR) to include a summary of technical, schedule, staffing and cost information (CDRL A006). The Contractor shall be responsible for recording meeting minutes and distribution afterwards (CDRL A004).

(U) The Contractor shall provide a monthly report (CDRL A007) outlining the technical, schedule and risk status of the overall effort and any issues that require the Governments attention.

#### **3.1.2 (U) Program Planning**

(U) The Contractor shall establish and maintain management operations that shall include:

- Program Planning and Control
- Financial Management
- Data Management
- Requirements Management
- Risk Management
- Schedule Management
- Configuration Management
- Quality Assurance
- Security
- Management and Accountability for Government Furnished Equipment, Material or Information, and warranties and licenses (CDRL A002).

(U) The Contractor shall create and maintain a Program Management Plan (PMP) (CDRL A007) that clearly defines how the project shall be managed including cost, schedule and data delivery requirements.

(U) The contractor shall conduct a monthly Business Management Review (BMR). This review shall include an accounting of costs by CLIN, and identify outstanding contract, or business issues (CDRL A009). The BMR shall be held in conjunction with a PMR if possible.

#### **3.1.3 (U) Schedule Management**

(U) The Contractor shall establish and maintain a master schedule of all major program activities as defined in an Integrated Master Schedule (IMS). ( )

(U) The Contractor shall implement a schedule control process that provides visibility of actual work performed against scheduled work and milestones. Schedule planning and reporting detail shall be appropriate to the magnitude and complexity of the effort being performed.

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(U) The Contractor shall keep a current and up to date project plan, available upon request that clearly defines how the efforts described herein shall be managed and controlled, including cost, schedule, and data delivery requirements of the contract. A task matrix keyed to the Work Breakdown Structure (WBS) shall be developed in sufficient detail to identify tasks. In addition, the Contractor shall keep current and up-to-date Contractor Integrated Master Schedule (IMS)

### **3.1.4 (U) Financial Management**

(U) The Contractor shall provide current month expenditure of hours, labor dollars, other direct costs, and total costs that define the planned expenditure as compared to the actual expenditure. The Contractor shall provide a summary of activities for the preceding month of accounting costs. Contract Funds Status Reports (CFSR's) shall be provided on a monthly basis (CDRL A001).

### **3.1.5 (U) Configuration Management**

(U) The Contractor shall provide personnel and tools sufficient to maintain centralized Configuration Management (CM). The Contractor shall manage the configuration of software and hardware baselines, software configuration of deployed systems and documentation to include equipment rack drawings, network diagrams, CONOPS, Requirements Specifications, Interface Control Documents (ICD) and Design and User documents. The Contractor shall create and maintain a Configuration Management Plan (CDRL A010) which identifies configuration items and the methods of controlling those items.

(U) CM processes, procedures, and training shall be provided and maintained in support of assigned Government Customer Programs executed by the Contractor.

(U) The Contractor shall participate in the Government's Configuration Management (CM) process to ensure proper documentation of all hardware and software changes per the NSIS Volume 1 and 2

### **3.1.6 (U) Data Management**

(U) The Contractor shall provide data management support activities to include contract deliverable documents, assignment of documentation control numbers, handling of vendor manuals, and consultation on process requirements in support of Site deliveries.

(U) The Contractor shall take advantage of the Government's web-based collaboration services as a data repository and cross-program communications tool.

### **3.1.7 (U) Quality Assurance**

(U) The Contractor shall establish and maintain a quality assurance and control system that ensures conformance to all technical and program quality requirements and to provide other services requested by the Government.

### **3.1.8 (U) Risk Management**

(U) The Contractor shall manage the risks associated with the work described in the SOW. The Contractor shall identify technical, schedule, and management issues that represent significant technical, schedule, and/or cost risk and shall identify efforts to mitigate those risks. Risks shall be identified at PMRs and in Monthly charts (CDRL A006).

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(U) The Contractor shall maintain a security program in accordance with Government security requirements.

(U) The Contractor shall support the integration and implementation of secure systems to ensure the proper protection of the Government's information.

(U) The Contractor shall coordinate with cognizant Government security elements and support the NRO GED Directorate, Chief Information Office (CIO), and Office of Security (OS) in the development and enforcement of NRO information security standards and policies.

**3.1.10 (U) Personnel Interaction**

(U) The Contractor shall coordinate and work with Government personnel and other contractors including System Engineering, NRO Security, SETA/SI, FFRDC, Developers, Site E1, Site Operations and the Chief Information Office (CIO) to accomplish the tasks required in the SOW.

**3.2 (U) Sustaining Engineering/E2 Support****3.2.1 (U) Technical Elements**

(U) The Contractor shall provide the following services as directed by the Government.

(U) The Contractor shall provide sustaining engineering throughout the project lifecycle including the overall definition and planning, integration, testing and transition to operations and maintenance of all projects. The Contractor shall provide documentation (to include any necessary updates) required to gain NRO and/or Intelligence Community Certification & Accreditation approval, and all other required approvals for operation. The Contractor shall take the lead to achieve acceptance and approval to move forward, presenting projects to appropriate review boards and committees.

(U) The Contractor shall provide guidance in support of operational planning, participate in operational exercises, and provide analysis of product/system failures:

- Site Communications Processor (SCP) at (b)(3) 10 U.S.C. 424
- XML Information Bus (XIBus) at (b)(3) 10 U.S.C. 424
- XOCOMM at (b)(1) 1.4c, (b)(3) 10 U.S.C. 424
- Consolidated Data Storage (CDS) at (b)(3) 10 U.S.C. 424
- Tactical Format Translator (TFT) at (b)(3) 10 U.S.C. 424
- XOGHOST at (b)(3) 10 U.S.C. 424
- LookingGlass/Cobalt SW Application for XOCOMM Monitoring at (b)(3) 10 U.S.C. 424
- Message Format Translator (MFT) component of Ground Reporting and Messaging (GRM) at (b)(3) 10 U.S.C. 424
- Message Format Translator (MFT) component at (b)(3) 10 U.S.C. 424

**3.2.2 (U) E2 Tasks****3.2.2.1 (U) 24x7 Support**

~~(S//TK//REL)~~ The Contractor shall provide 24x7 (24 hours a day, 7 days a week) Call-In Support to troubleshoot and respond to incidents and outages working closely with Site E1 involving the technical

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elements listed in **Section 3.2.1 Technical Elements** in a reasonable time frame (nominally 1-2 hours). These services include, but are not limited to:

- Troubleshoot outages and coordinate problems with external elements immediately
- Provide 24x7 Call-in support to XOCOMM and SCP/MFT Operations
- Support US Military exercises to the warfighters
- Support to US Government directed exercises
- Support local security, installation and Authorized Outage (AO) procedures as required
- Conduct performance tuning
- Implement approved changes to system configurations
- Configure and maintain XOCOMM components at remote locations
- Maintain virtual circuit data paths, equipment interconnection and rack elevation drawings
- Maintain DCID 6/3 and ICD 503 accreditation as required
- Support and maintain inventory and identification of components
- Maintain and configure spare components
- Virtual data paths, connecting producers to consumers
- Support the development of Troubleshooting Guides and SOPs

### **3.2.2.3 (U) Baseline Installations and Maintenance**

(U) The Contractor shall ensure that updates to the baseline through DR corrections, maintenance updates and/or new development are merged correctly to each site. The Contractor shall facilitate, as needed, merges of software changes to the appropriate development baselines.

### **3.2.2.4 (U) Systems Engineering Support**

(U) The Contractor shall provide system engineering support including impact assessment for RFC review for systems listed in **Section 3.2.1 Technical Elements**, coordination between Echelon 1 (E1) and Echelon 2 (E2) maintenance activities, assistance in DR work off, assistance in test definition and assistance in documentation updates.

(U) The Contractor shall develop and update test plans as required, conduct tests, provide results in the form of briefings or reports and shall maintain a test environment to ensure proper functional, performance and security testing can be accomplished for delivered capabilities prior to implementation. This testing shall be conducted at a testing lab and/or operational sites through the use of Government Furnished Equipment (GFE) in Government provided workspaces.

(U) The Contractor shall provide system engineering and support network engineering to approved projects, as well as support to the evaluation of customer requirements and the development of technical, cost and schedule estimates for responding to and satisfying these requirements.

(U) The Contractor shall support design reviews, acceptance tests, and operational readiness and acceptance reviews.

(U) The Contractor shall analyze defects written against their products, recommend solutions, prepare formal release plans, and present these plans to appropriate Government managed board prior to correction.

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### **3.2.2.5 (U) Software Engineering Support**

(U) The Contractor shall provide software engineering support to provide discrepancy report (DR) analysis, implement DR corrective actions, and coordinate software activities with E1 and other E2 software support personnel.

### **3.2.2.6 (U) DR Testing**

(U) The Contractor shall provide test engineering support to verify developed DR fixes against the appropriate site operational baseline prior to forwarding to the Site(s) for installation. **(CDRL A005)**

(U) The Contractor shall support Independent Verification and Validation (IV&V) for related projects.

(U) The Contractor shall support all necessary troubleshooting, corrective actions, and coordination to resolve open trouble tickets or Discrepancy Reports (DRs).

### **3.2.2.7 (U) Configuration Management**

(U) The Contractor shall maintain configuration management of the systems listed in **Section 3.2.1 Technical Elements**.

(U) The Contractor shall maintain Configuration Management control between GRM and SMPS(MFT) system baseline.

### **3.2.3 (U) O&M Support**

(U) The Contractor shall provide the Government with maintenance and support for the systems listed in Section 3.2.1 Technical Elements. This support shall include, but not be limited to: software maintenance, version updates, service packs, IAVA patches, anti-virus updates and performance problems.

(U) The Contractor shall provide the Government with engineering services support to resolve issues, improve performance of operational systems and help operations personnel with configuration and software patches.

(U) The Contractor shall provide the Government with quick reaction support to resolve high priority tasks such as outages which can require the deployment of a new build or software patch immediately to minimize mission impact.

#### **3.2.3.1 (U) Software Maintenance**

(U) The Contractor shall provide no less than 4 releases per year on applicable systems working closely with the Government to include maintenance updates, version updates, service packs and IAVA patches.

(U) The Contractor shall perform the following tasks for O&M:

- Implementation of Discrepancy Report (DR) processes for O&M updates focusing on B1, B2 and B3 DRs
- Merger or modifications to existing software required by DR fixes and/or new development
- Configuration control of designated operational configuration items
- Documentation for software CM and change control
- Deployment and coordination of O&M updates in E2 builds to multiple Sites

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### **3.3.1.3 (U) Baseline Installations and Maintenance**

(U) The Contractor shall ensure that updates to the baseline through DR corrections, maintenance updates and/or new development are merged correctly to each site. The Contractor shall facilitate, as needed, merges of software changes to the appropriate development baselines.

### **3.3.1.4 (U) O&M Testing**

(U) The Contractor shall provide test engineering support to verify O&M updates against the appropriate site operational baseline prior to forwarding to the Site(s) for installation.

(U) The Contractor shall also support testing with other systems that interface with systems listed in **Section 3.2.1 Technical Elements**.

### **3.3.1.5 (U) Training**

(U) The Contractor shall create or update training materials associated with new builds including DR corrections, maintenance updates and/or new development that impact operational procedures. The Contractor shall provide Site or factory training to operational personnel as needed.

### **3.3.1.6 (U) Documentation**

(U) The Contractor shall create or update documentation associated with new deliveries to deployed systems at the Sites. Newly developed software will involve a new set of documents to support ORR, ORD, OAR and C&A activities (Per the NSIS and JSITP). DR corrections and maintenance updates will most likely require minor updates. Documents to be created or updated include, but are not limited to:

- System Version Description
- System Requirements Specification
- Security Documentation
- System Design Document
- Users Manual
- System Administrator Document
- Installation Procedures
- Training Plan
- Interface Control Documentation
- Test Documentation (Test Procedures, Test Plans, Test Results)
- Lifecycle Support Plan
- Request For Change (RFC)
- Change Service Request (CSR/CR)

### **3.3.1.7 (U) Hardware Support**

(U) The Contractor shall provide maintenance and repair for systems listed in **Section 3.2.1 Technical Elements** at Sites including purchase of HW for spares.

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(U) The contractor shall maintain an inventory of operational, test, and development hardware and software. The contractor shall purchase materials including computers and routers to support development and maintenance of the systems as directed by the Government.

### **3.4 (U) New Development**

#### **3.4.1 (U) New Development Tasks**

~~(S//TK//REL)~~ The Contractor shall provide the personnel, tools, processes, and materials required for new and emerging requirements for the systems listed in **Section 3.2.1 Technical Elements**.

(U) New development for small scale requirements will generally fall under the Base effort.

(U) The Contractor shall develop cost estimates and schedules for all development work deemed beyond the Base effort as directed by the Government. Examples include:

- Development of XML Schema Definition
- Development of new large-scale SCP/XIBus, XOCOMM, ITS, XIBus Client, XOGHOST, TFT and GRM-MFT capabilities including Common Message Format (CMF)
- Development of new PL4 technologies
- Transition to IPv6
- Replacement of "aging" hardware with newer and more manageable components to improve monitoring, troubleshooting and performance
- Port SCP SW from OpenVMS OS to Linux or Windows
- Upgrading COTS products on existing systems

### **3.5 (U) E1 XOCOMM Watch Desk**

#### **3.5.1 (U) Tasks**

(U) The Contractor shall provide enhanced services to maintain XOCOMM in a reliable state.

~~(S//TK//REL)~~ Background: XOCOMM carries ~~(b)(1)1.4c (b)(1)1.4g (b)(3) 10 U.S.C. 424~~

~~(b)(1)1.4c (b)(3) 10 U.S.C. 424~~

XOCOMM has been enhanced and modernized to allow

monitoring and support by ~~(b)(3) 10 U.S.C. 424~~

requires 24x7 supports, by trained and experienced personnel.

##### **3.5.1.1 (U) E1 24x7 Watch Support**

~~(S//TK//REL)~~ The Contractor shall provide 24x7 (24 hours a day, 7 days a week) on-site coverage of XOCOMM at ~~SC 424~~ "monitoring" support these services include:

- Maintain operation, performance of XOCOMM
- Provide 24x7 after hours call-in support to XOCOMM and SCP/XIBus Operations

### **3.6 (U) Development & Integration Facility**

(U) The Contractor shall maintain a development & integration facility for the purposes of troubleshooting operational problems, and evaluating the impacts of software upgrades and configuration changes to the systems

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listed in **Section 3.2.1 Technical Elements**. Testing shall be conducted at the SCP/XOCOMM Test Lab and/or other Government provided facilities.

### **3.7 (U) Additional Efforts**

(U) The Contractor shall provide technical, cost and schedule and Rough Order of Magnitude (ROM) estimates to Government directed requirements as requested for activities such as license renewals, new software and hardware development, supporting NRO and IC messaging efforts and System/Network Engineering support for message handling systems.

(U) The Contractor shall conduct system evolution studies and analyses as tasked by the Government to support current and future operational requirements.

### **3.8 (U) Period of Performance (PoP)**

(U) The Period of Performance for this contract is estimated to be 1 Nov 2011 to 31 Oct 2015. The Period of Performance will consist of a 1 year base period with three 1 year options (as required in the best interest of the Government).

The following CLINs will be included:

0001 SCP and XOCOMM and LTG Engineering 0002 XOCOMM Core (O&M) Watch

0003 ODC"s for CLIN"s 0001 and 0002

0004 MFT (Labor)

(U) Contract Data Requirements List (CDRLs) Items

(U) The Contractor shall prepare and submit the following CDRL items:

<u>CDRL Number</u>	<u>Title</u>
A001	Contract Funds Status Report (Monthly)
A002	GFE Configuration Audit List (As required)
)	
A004	Meeting/Trip Reports (As required)
A005	Test Reports (As required)
A006	Program Management Review Charts (Quarterly)
A007	Program Management Plan (As required)
A008	Program Status Reports (As required)
A009	Business Management Review Charts (Monthly)
A010	Configuration Management Plan (As required)

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~~SECRET//TK//REL TO USA, FVEY//RSEN~~**APPENDIX A****(U) ACRONYM LIST & GLOSSARY**

ACP

AE&amp;G

(b)(1), 1.4c, (b)(3)  
10 U.S.C. 424

AMHS

APLC

AR

ATP

BMR

C&amp;A

CDR

CDS

CDRL

CFSR

CIO

CLIN

CM

CMF

COOP

COTS

COTR

CP-XP

CSP

CTES

CTP

DCID

DISA

DRRB

DR

DoD

DSSCS

GRM

IC

IMS

ITS

LTG

MFT

SCP

SPACECOM

TFT

XIBus

XOCOMM

(U) Allied Communications Publication

(U) Acquisition and Engineering Group

~~(S//TK//REL)~~ (b)(1), 1.4c, (b)(3) 10 U.S.C. 424(b)(1), 1.4c,  
(b)(3) 10

(U) Automated Message Handling System

(U) A&amp;EG Project Lifecycle

(U) Acceptance Review

(U) Authorization to Proceed

(U) Business Management Review

(U) Certification &amp; Accreditation

(U) Critical Design Review

(U) Consolidated Data Storage

(U) Contract Data Requirements List

(U) Contract Funds Status Report

(U) Chief Information Officer

(U) Contract Line Item Number

(U) Configuration Management

(U) Common Message Format

(U) Continuity of Operations

(U) Commercial Off The Shelf

(U) Contracting Officer's Technical Representative

(U) CommPower XML Portal

(U) Common Security Protocol

(U) Certification Test &amp; Evaluation Scripts

(U) Certification Test Plan

(U) Director of Central Intelligence Directive

(U) Defense Information Services Agency

(U) Discrepancy Report Review Board

(U) Discrepancy Reports

(U) Department of Defense

(U) Defense Special Security

Communications System (SAT Comms)

(U) Ground Reporting Messaging

(U) Intelligence Community

(U) Integrated Master Schedule

(U) Information Transport Service

(U) Legacy Transition Gateway

(U) Message Format Translator

(U) Site Communications Processor

(U) U.S. Space Command

(U) Tactical Format Translator

(U) XML Information Bus

(U) eExercise and Operational Communications System

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## 1 RED DOT PHASE IV EXTENSION

### 1.1 SUMMARY

In order for the SCP/XOCOMM team to fully support Red Dot Phase IV, the POP will be from **approximately (6) months from ATP**. Critical DCGS-IC release 3.1 development has not yet been completed and final delivery of that system is not expected until February 2012. Without thorough integration and testing of the XOCOMM to DCGS-IC interface, (b)(3) when the DCGS-IC build 3.1 is rolled out.

Red Dot Phase IV activities will center on testing of the DCGS-IC interface. This will ensure synchronized deployment with the DCGS-IC build 3.1 and minimal schedule impacts. Major test and integration efforts will be given highest priority to meet the current DCGS-IC code freeze of 21 December 2011. In addition, the SCP/XOCOMM team will work closely with NRO/MSD office to respond to additional development and other needs in a timely matter.

### 1.2 ADDITIONAL DEVELOPMENT TASKS

Several emergent development tasks to prevent potential loss of life have been identified. These items will be deployed as soon as feasible, noting that the successful deployment of DCGS-IC release 3.1 is a dependency for many of the new features. These high-priority items will be worked off in the order listed or as directed by the NRO/MSD program office:

(b)(3)



Resources permitting, the following items may be added to this effort as directed by the NRO/MSD program office:

(b)(3)



### 1.3 ADDITIONAL PROJECT STATUS REPORTS

In addition to the project and financial status reports outlined in the Red Dot Phase IV proposal, a third monthly deliverable will be added during this extension:

- Provide monthly statistics on parser effectiveness and, when Red Dot 3.0 is deployed, additional statistics on timeliness. This shall include initial time of intercept, time of ingest into Red Dot, and time an alert is transmitted to tactical users.

### 1.4 BASIS OF ESTIMATE

Table I below lists the tasks and the labor estimates that are the basis for this proposal extension.

**Table 1: Basis of Estimate**

<b>New Development Work</b>	
60-day EYELID analysis ( <i>Results &amp; recommendations only</i> )	(b)(3) 10 U.S.C. 424
Parser enhancements	
Changes to support new FBCB2 delivery CONOPs	
Modify Complex Event Processor score update workflow	
Support new CENOT emitter type	
High-confidence EYELID pass through	
Research & Develop XML to KML translation services ( <i>Proof-of-concept only</i> )	
<b>External Testing</b>	
Integrate and support testing with DCGS-IC Build 3.1 ( <i>Inclusive of XOCOMM bug fixes</i> )	
Support testing of new FBCB2 CONOPs ( <i>Live or in test bed</i> )	
Demonstrate and hold dry-run feedback sessions	
Assist in final integration testing	
<b>Documentation</b>	
Monthly performance analysis	
Update general system documentation	
Update system integration test plan	
<b>General Tasks</b>	
Project management and systems engineering	
Status meetings	
Internal testing	
Support deployment efforts ( <i>Tentatively February 2012</i> )	
<b>Total</b>	

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**STATEMENT OF WORK (SOW)  
For  
Legacy Transition Gateway (LTG) Enhancements**

**06 March 2012**

**WARNING - THIS DOCUMENT SHALL NOT BE USED AS A SOURCE FOR DERIVATIVE CLASSIFICATION**

**DECL ON: 25X1**

**DRV FROM: NRO Classification Guide 6.0, 21 May 2005 Section Title Page**

DECL ON: 25X1

DRV FROM NRO Classification Guide 6.0, 21 May 2005

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## **(U) Introduction**

(U) This Statement of Work (SOW) describes the work required by GED [REDACTED] in support of mission objectives for development, test and integration support of enhancements to the Legacy Transition Gateway (LTG) for the IC Information Transport System (ITS). This effort provides software integration, testing, configuration management, requirements management, documentation and training to the ITS operations team at the Global Enterprise Communications Center (GECC) and ITS data centers.

(U) This SOW is in addition to the existing SOW dated 15 November 2011 for the SCP/XOCOMM contract (NRO000-12-C-0071), because this SOW represents additional requirements and maintenance fixes that are specifically for the LTG.

## **(U) Requirements**

### **(U) LTG System Enhancements**

(U) Capture, Validate, and Document the LTG test and production interface changes within and external to the intelligence community (IC).

(U) Design, Build, Test, Certify, and Document Legacy Transition Gateway Product versions/enhancements.

(U) Keep the ITS stakeholders informed and involved in key LTG milestones events like SRR, PDR, CDR, TRR, C&A activities, and Test and Integration activities.

(U) Assist the ITS PMO with LTG integration testing with the ITS core components at the data centers, to include identification and resolution of discrepancies related to all LTG interfaces, including ITS components and legacy systems.

(U) Manage the interface and integration of IC legacy systems to the LTG as well as assist with the technical transition.

(U) Assess, document, develop, test and integrate any new LTG requirements levied by the ITS program office on the LTG as a result of ITS integration testing and transition efforts or configuration or capability changes to ITS core components that alter the LTG ICD, to include new parsers/translators for additional message formats.

### **(U) Baseline Installations and Maintenance**

(U) The Contractor shall ensure that updates to the baseline through DR corrections, maintenance updates and/or new development are merged correctly to each site. The Contractor shall facilitate, as needed, merges of software changes to the appropriate development baselines.

~~SECRET//TK//REL TO USA, FVEY~~**(U) O&M Testing**

(U) The Contractor shall provide test engineering support to verify O&M updates against the appropriate site operational baseline prior to forwarding to the Site(s) for installation.

**(U) Training**

(U) The Contractor shall create or update training materials associated with new builds including DR corrections, maintenance updates and/or new development that impact operational procedures. The Contractor shall provide Site or factory training to operational personnel as needed.

**(U) Documentation**

(U) The Contractor shall create or update documentation associated with new deliveries to deployed systems at the data center. Newly developed software will involve a new set of documents to support ORR, ORD, OAR and C&A activities. DR corrections and maintenance updates will most likely require minor updates. Documents to be created or updated include, but are not limited to:

- System Version Description
- System Requirements Specification
- Security Documentation
- System Design Document
- Users Manual
- System Administrator Document
- Installation Procedures
- Training Plan
- Interface Control Documentation
- Test Documentation (Test Procedures, Test Plans, Test Results)
- Lifecycle Support Plan
- Request For Change (RFC)

**(U) Period of Performance (PoP)**

(U) The period of performance for the LTG enhancements will be ATP to 31 Oct 2012.



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## Appendix A

### (U) ACRONYM LIST & GLOSSARY

ACP	(U) Allied Communications Publication
AMHS	(U) Automated Message Handling System
ATP	(U) Authorization to Proceed
BMR	(U) Business Management Review
C&A	(U) Certification & Accreditation
CDR	(U) Critical Design Review
CDRL	(U) Contract Data Requirements List
CFSR	(U) Contract Funds Status Report
CIO	(U) Chief Information Officer
CLIN	(U) Contract Line Item Number
CM	(U) Configuration Management
COTR	(U) Contracting Officer's Technical Representative
CTP	(U) Certification Test Plan
DCID	(U) Director of Central Intelligence Directive
DR	(U) Discrepancy Reports
DoD	(U) Department of Defense
DSSCS	(U) Defense Special Security Communications System (SAT Comms)
IC	(U) Intelligence Community
IMS	(U) Integrated Master Schedule
ITS	(U) Information Transport Service
LTG	(U) Legacy Transition Gateway

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**(U) Statement of Work (SOW)  
for  
XOComm Red Dot Enhancements**

**30 March 2012**

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~~S//TK//REL FVEY~~

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## 1.0 (U) INTRODUCTION

### 1.1 (U) Purpose

(U) This Statement of Work is for the rapid (9-month) enhancement and migration of RED DOT to a 24 x 7, multi-user capability for CENTCOM to prepare it for transition to other COCOMs via JIOC/DI2E. RED DOT is a semi-automated means to transfer data from the Integrated Broadcast Service (IBS) associated with Improvised Explosive Devices (IEDs) to the Field Brigade Commander and Below Command & Control System (FBCB2). As part of this effort, GED/XOCOMM will be working closely with CENTCOM JIOC-IT (via GED <sup>(b)(3)</sup> <sub>10</sub> the FBCB2 PMO, USARCENT Space Effects, CENTCOM and the CENTCOM BCD, based out of Qatar.

### 1.2 (U) Background

(U) The RED DOT JIOC concept is to further enhance and migrate the RED DOT DCGS-IC Code on the SIPRNET Proof-of-Concept (SPOC) for CENTCOM to be multi-user capable, supported on a 24 x 7 basis, and prepared for migration to JIOC/DI2E, so that it can be utilized by other theaters.

(U) Migration: This will change the architecture from one supported 8-5, Monday to Friday to a true 24 x 7 capability. Additionally, the multi-user capability shall be developed such that it can be utilized by multiple COCOMs concurrently. These enhancements will be made in an additional software load to DCGS-IC (Version 3.2) which will be tested on the SPOC and migrated to JIOC-IT.

### 1.3 (U) Scope

(U) This project will be considered successful when a live demonstration is conducted, where a trained operator is able to:

- 1.3.1 ~~(S//REL)~~ alert to the presence of the following IED reports in Afghanistan: <sup>(b)(1) 1 4c. (b)(3) 10 U.S.C.</sup> <sub>(b)(1) 1 4c. (b)(3) 10 U.S.C. 424</sub>
- 1.3.2 (U) Successfully pass a report of interest to the Complex Event Processor and receive a reply with an updated confidence factor.

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- 1.3.3 (U) Selects the report of interest and request transmission over FBCB2
- 1.3.4 (U) Verify the report is delivered, end-to-end from XOComm to the FBCB2 NOC and across the sensitive unclassified FBCB2 dissemination architecture to the Afghanistan Theater.

## 2.0 (U) APPLICABLE DOCUMENTS: See Section 2.0 contract NRO000-12--C-0071

### 3.0 (U) TASKS

#### 3.1 (U) Task Summary

(U) As part of this effort, requirements and concepts of operation will be vetted with CENTCOM, CENTCOM BCD, GED (b)(3) 10 U.S.C. and MSD (b)(3) 10 U.S.C. Coordination for approval to transmit via FBCB2 and to access the C-IED chat rooms is also the responsibility of MSD (b)(3) 10 U.S.C. Adaptation of the service to transfer selected IBS data from XOComm to the FBCB2 Network Operations Center (NOC) will be the responsibility of XOComm.

(U) Web client and Web server side enhancement to interface with the XOComm service will be the responsibility of GED (b)(3) with assistance from MSD (b)(3) 10 U.S.C. Enhancement of the DCGS-IC Web page for use by the CENTCOM BCD in Qatar will be the responsibility of GED (b)(3). Development and deployment of an IRC interface will be the responsibility of GED (b)(3). Development and deployment of an EYELID parsing capability from IRC will be the responsibility of GED (b)(3). Development and testing of the interface between the EYELID parsing capability and DCGS-IC will be the responsibility of GED (b)(3).

#### 3.2 (U) Software Engineering support: provide recommendations and technical assistance, to include software enhancement.

- 3.2.1 (U) Test and implement service for producing and delivering KML for messages normally associated with RED DOT. This should mimic as close as possible what is in RED DOT's active list of IED warnings. It should provide correct security markings for further release of the data and be able to be updated in near-real time (b)(3)
- 3.2.2 (U) Modify the schema between XOCOMM and DCGS-IC to handle both an ellipse and a CEP. If provided the code, integrate conversion algorithm for changing an ellipse to a CEP. Intent is to pass both values to the SIPRNET Alerts and KML, but only the CEP value to FBCB2.
- 3.2.3 (S//REL FVEY) Implement security "error handling" on the staff comments to ensure that no device types, CENOTs or RCIED device names are passed to FBCB2. It should catch

(b)(1)1 4c. (b)(3) 10 U.S.C. 424

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- 3.2.4 (U) Modify RED DOT Web page to provide indication of GRE tunnel status (up or down).
- 3.2.5 (U) Modify RED DOT logging to generate monthly statistics. (b)(3)  
(b)(3)  
(b)(3) Be able to generate monthly spreadsheet containing the original and calculated values for each alert (calculated values are the ones used to generate the monthly average).
- 3.2.6 (U) Make any required modifications to RED DOT service and schema required to accommodate multiple DCGS-IC user capability.
- 3.2.7 (U) Implement further parser changes based upon additional 90 day analysis of chat room and user recommendations (b)(3)
- 3.2.8 (U) Test interface with CEP, make recommendations on implementation, and implement operationally if warranted. RED DOT should take CEP's input and provide an update to an EYELID. RED DOT should provide the score and the basis as the text of the update.  
(b)(3)
- 3.2.9 (U) If warranted and directed, implement the ability to insert a time latency value in the staff comments for the original report and each update, (b)(3) where the difference is based on current time versus time of intercept.
- 3.2.10 (U) Implement capability to automatically pass through Medium and High-Confidence EYELIDS to FBCB2 and RCIEDs with CEPs of (b)(3)  
(b)(3)
- 3.2.11 (U) Assist with testing of software to include:
- 3.2.11.1 (U) Nominally 9 days total of testing, where tests are roughly 4 hours long.
- 3.2.11.2 (U) Testing is in the local area
- 3.2.11.3 (U) Iterations of testing, probably in 3 day increments
- 3.2.12 (U) Provide recommendations on the appropriate message formats, schema changes and field mappings.
- 3.2.13 (U) Assist in efforts to accredit implementation.
- 3.2.14 (U) Provide updated design.

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~~S//TK//REL FVEY~~**4.0 (U) DELIVERABLES:**

- 4.1 (U) Updated RED DOT service, associated schema changes and assistance for testing/enhancement / demonstration.
- 4.2 (U) Update to XOCOMM RED DOT Web pages
- 4.3 (U) Delivery service to produce and deliver KML.
- 4.4 (U) Update to chat extraction software running on XOCOMM's network.
- 4.5 (U) Recommendations on possibility of future XOCOMM services.
- 4.6 (U) Requirements/Design phase and then an As-Built ICD approximately 30 days after ORR
- 4.7 (U) Change pages to the SSP
- 4.8 (U) Changes to Engineering Drawings (if required).
- 4.9 (U) Life Cycle Support Plan
- 4.10 (U) Privileged Users Guide (PUG)
- 4.11 (U) Lessons Learned from development and demonstrations
- 4.12 (U) Minutes from all site meetings
- 4.13 (U) Documentation on all workflow defined in support of this task
- 4.14 (U) Test Plans and Procedures (Factory, Performance and SIV Testing)
- 4.15 (U) Network Configuration Interface (NCI) Document
- 4.16 (U) Filter Change Requests (FCRs)
- 4.17 (U) Provide the following artifacts as necessary: Active Risks
- 4.18 (U) Transition plan including the following:
  - Transition from/to legacy message formats and FBCB2 via XOCComm
- 4.19 (U) XOCComm Code
  - The Contractor shall deliver all software enhancement for this task and all modifications (e.g. to resolve DR's). The software deliverables shall include:
  - All source files
  - All build files and procedures
  - Any executable files built from the source and build files

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## 4.20 (U) Provide program status and accounting

- Manage, monitor, and report monthly technical progress, cost, and schedule
- A monthly report detailing all activities performed under this SOW

## 4.21 (U) Support monthly Transition Working Group meetings (TWG) and meetings with external agencies and document with minutes (as required)

**5.0 (U) PERIOD OF PERFORMANCE**

(U) The period of performance for this contract is estimated to be 6 months from ATP.



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**STATEMENT OF WORK (SOW)**  
**for**  
**eXercise and Operational Communications System (XOCOMM)**  
**Gateway Host**  
**for**  
**Operational Secure Transfers (XOGHOST) Expansion Plan**

14 February 2012

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~~SECRET//TK//REL USA, FVEY~~**TABLE OF CONTENTS**

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## 1.0 (U) INTRODUCTION

(U) The Ground Enterprise Directorate (GED) (b)(3) 10 U.S.C. 424 wishes to replace the entire Exercise and Operational System (XOCOMM) Reliability Enhanced XOCOMM (REX) Suite. This is essential due to its dependence on legacy hardware, security challenges, and (b)(3) 10 U.S.C. 424

Funding challenges within the Government drives the replacement of legacy hardware within the REX suite to occur in 2 phases. The first phase will replace legacy XOCOMM REX Packetized Multicast Transfer (PMT) hardware, upgrade unsupported XOCOMM Gateway Host for Operational Secure Transfers (XOGHOST) hardware, and improve XOCOMM's security posture. A follow-on phase, called XOCOMM as a Service (XaaS), is being considered by the Government which would include the replacement of legacy XOCOMM REX Producer Consumer Interface (PCI) hardware.

## 2.0 (U) OBJECTIVES

(U) The effort to expand XOGHOST has several objectives:

**(U) Replace End of Life and Unsupported Hardware** - A major objective for expanding the XOGHOST within the XOCOMM architecture is so that the legacy PMT can be retired and the (b)(3) 10 U.S.C. 424 currently deployed within XOGHOST can be upgraded. XOCOMM REX PMT hardware is old and Unsupported (the last recap occurred in 2006). Spares are hard to find for legacy XOCOMM REX equipment (some spares have been in operations for 10 years). In addition, since the XOGHOST is currently operationally deployed, re-use of the system to migrate all PMT high-to-low data transfer is beneficial.

~~(S//TK)~~ **Mitigate Risk of Unplanned Outages Due to Hardware Failures** - The XOCOMM Enterprise Suite provides a (b)(1)1.4c. (b)(3) 10 U.S.C. 424

(b)(1)1.4c. (b)(3) 10 U.S.C. 424

(b)(1)1.4c. (b)(3) 10 U.S.C. 424

(b)(3) 10 U.S.C. 424

. By replacing legacy REX PMT hardware with newer the XOGHOST expansion helps mitigate instances where an unplanned outage can negatively impact XOCOMM support to critical missions. (b)(1)1.4c. (b)(3) 10 U.S.C. 424

(b)(1)1.4c. (b)(3) 10 U.S.C. 424

~~(S//TK)~~ **Increase Security** - The REX PMT (b)(1)1.4g

checking. To enhance security, the REX PMT will be replaced by XOGHOST which provides

(b)(1)1.4g

and a new subcomponent of XOGHOST called the XOCOMM Data Transfer Guard (XDTG) will be installed. XDTG is the new functionality to (b)(1)1.4g

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(b)(1)1.4g [REDACTED] and higher volumes of data.

(U) In addition, the (b)(1)1.4c, (b)(3) 10 U.S.C. 424 product is not favored in CDSs. With the XOGHOST expansion, the (b)(1)1.4c, (b)(3) 10 U.S.C. 424 will be removed. The (b)(1)1.4c, (b)(3) 10 U.S.C. 424 performs functions that could be met by a standard Commercial Off-the-Shelf (COTS) firewall (Port/IP filtering, rejection of malformed packets, etc.). The (b)(1)1.4c, (b)(3) 10 U.S.C. 424 forces a point-to-point solution (currently only supports traffic from XNET to TDNET). (b)(1)1.4c, (b)(1)1.4g, (b)(3) 10 U.S.C. 424

(b)(1)1.4c, (b)(1)1.4g, (b)(3) 10 U.S.C. 424 With the XOGHOST expansion, the (b)(1)1.4c [REDACTED] will be replaced with a (b)(3) 10 U.S.C. 424 [REDACTED] which provides the same functionality as (b)(1)1.4c, (b)(3) 10 U.S.C. 424 plus much more. The XOComm architecture is also in need of a high volume, low-to-high transfer for the aggregate feed and binary data (GPS).

**(U) Reduce Footprint** – The XOGHOST expansion will facilitate a move from the (b)(3) 10 U.S.C. 424 [REDACTED] to (b)(3) 10 U.S.C. 424 [REDACTED] by reducing hardware which results in requiring less rack space. A reduced footprint provides more efficient use of power, cooling, and space requirements at (b)(3) 10 U.S.C. 424 [REDACTED] and (b)(3) 10 U.S.C. 424 [REDACTED].

**(U) Buy-down Risk Due to ISARA schedule slips** – The transition of XOComm to Information Sharing and Routing Architecture (ISARA) will begin (b)(3) 10 U.S.C. 424 [REDACTED]. (The ISARA transition is delayed until (b)(3) 10 U.S.C. 424 [REDACTED]. Critical missions for Integrated Broadcast System (IBS) producers and consumers will rely on legacy XOComm hardware for support until the transition to ISARA is possible. (Note: With the complexity of Xocomm, the transition to ISARA will need to be done in incremental phases to ensure operations are not disrupted).

**(U) Buy down Risk Due to (b)(3) [REDACTED] Implementation** – The XOComm REX PMT has an Open Virtual Memory System (VMS) operating system, (b)(3) [REDACTED].

**(U) Implement ICD 503 Compliance for XOGHOST** - Another goal of GED (b)(3) 10 U.S.C. 424 [REDACTED] is to become Intelligence Community Directive (ICD) 503 compliant. A certification and accreditation (C&A) will be conducted for the XOGHOST expansion using ICD 503 guidance. The XOComm REX PMT Authority to Operate (ATO) ends in 2013. The PMT is not likely to be re-accredited because it does not offer independent security verification or malware checking. Both of these capabilities are offered in XOGHOST.

### 3.0 (U) ASSUMPTIONS

(U) The completion of the tasks in section 4.0 will require additional funding on the XOComm/ Site Communications Processor (SCP) Contract. The XOGHOST expansion tasks are relevant to the replacement of the XOComm REX PMT hardware, implementation of the XDTG and upgrade of (b)(3) 10 U.S.C. 424 [REDACTED] only. The XOComm REX PCI hardware will remain in operations until further Government direction.

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(U) A follow-on effort to implement XaaS is being considered by the Government to replace the legacy XOComm REX PCI hardware and virtualize the XOComm architecture with re-usable services that can be easily consumed by programs destined to take over the legacy systems. The tasks included in section 4.0 of this effort, will assist in restructuring the XOComm architecture to implement XaaS.

(U) A follow-on effort to relocate the XOComm suite from the (b)(3) 10 U.S.C. 424 is being considered by the Government. Implementing the XOGHOST expansion facilitates this move by reducing hardware.

(U) The Information Assurance tasks will require coordination with GED program offices, (b)(3) OS&CI and Office of Chief Information Officer (OCIO). The C&A will be conducted for XOGHOST only. Tactical Format Translator (TFT) and XOComm REX PCI (both PL2 systems) will require separate ATO's.

(U) The schedule is dependent on receipt of an Authority to Proceed (ATP) from the Government and C&A timeline.

(U) Cooperation and participation of specific GED program offices and major development contractors will be essential for success.

#### 4.0 (U) TASKS

(U) This effort includes the following major tasks:

##### 4.1 (U) Replace (b)(1)1.4c, (b)(3) 10 U.S.C. 424 with (b)(3) 10 U.S.C. 424

- (S//TK) Remove the (b)(1)1.4c, (b)(3) 10 U.S.C. 424 (b)(1)1.4c, (b)(3) 10 U.S.C. 424 performs functions that could be met by a standard COTS firewall (Port/IP filtering, rejection of malformed packets, etc.)
- (S//TK) (b)(1)1.4c, (b)(3) 10 U.S.C. 424 forces a point-to-point solution
  - (U) Currently only supports traffic from (b)(1)1.4g
  - (U) Firewall would allow traffic to be (b)(1)1.4g (b)(1)1.4g
- (U) Purchase, configure, install and test (4) new (b)(3) 10 U.S.C. 424 (b)(3) 10 U.S.C. 424 per site (a total of eight new firewall appliances) which provide the same functionality as (b)(1)1.4c, (b)(3) 10 U.S.C. 424 plus much more:
  - (U) Secure Socket Layer (SSL) support
  - (U) Authentication services (including Lightweight Directory Access Protocol [LDAP] support)

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- (U) Secure File Transport Protocol (SFTP) support
- (U) Intrusion Prevention System (IPS)
- (U) Anti-virus and anti-spyware
- (U) Leverage spare (b)(3) 10 USC 424 from spare hardware, includes offline)

#### 4.2 (U) Upgrad (b)(3) 10 U.S.C. 424 to the latest model

- (U) Purchase, configure, install and test (b)(3) 10 U.S.C. 424 to replace current models which will not be supported after 31 Dec 2011
- (S) Provide (b)(1)1.4c. (b)(1)1.4g. (b)(3) 10 U.S.C. 424

#### 4.3 (U) Replace the PMT

- (U) Replace the PMT functions with a new subcomponent of XOGHOST called the XDTG. XDTG is the new functionality to meet (b)(3) 10 U.S.C. 424 requirements (b)(3) (b)(3) with malware checking, guaranteed delivery and higher volumes of data
- (U) Purchase (b)(3) 10 U.S.C. 424
  - (U) (b)(3) 10 U.S.C. 424 for high availability (tie into existing Load Balancing Appliance [LBA])
  - (U) (b)(3) 10 U.S.C. 424 for testing and E2 support
- (U) Purchase (b)(3) 10 U.S.C. 424
  - (U) (b)(3) 10 U.S.C. 424
  - (U) (b)(3) 10 U.S.C. 424
  - (U) (b)(3) 10 U.S.C. 424, (1) kit for factory/E2
- (U) Install (b)(3) 10 U.S.C. 424 and configure hardware
- (U) Configure (b)(3) 10 U.S.C. 424 Application
- (U) Install and configure web and File Transfer Protocol (FTP) server
- (U) Migrate all PMT high-to-low data transfer to the XOGHOST

#### 4.4 (U) Provide Security Engineering

(U) The Contractor shall re-accredit XOGHOST using the ICD 503 process:

#### 4.5 (U) Provide Systems Engineering

(U) The Contractor shall conduct and participate in the follow systems engineering tasks:

- (U) Design and develop XOComm architecture to implement XOGHOST Expansion

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- Conduct and participate in the following test events for all hardware:
  - (U) Establish test instance at (b)(3) 10 U.S.C. 424
  - (U) Conduct system testing
  - (U) Conduct Test Readiness Reviews (TRR)
  - (U) Conduct Developmental Test and Evaluation Testing – 1 (DT&E-1)
    - (U) Conduct Factory Acceptance Testing (FAT)
  - (U) Perform functional testing
  - (U) Perform security testing (receive IATT)
- (U) Conduct DT&E 2 Test
- (U) Deploy the XOGHOST Expansion hardware to operations
  - (U) Phase the transition to minimize impact to operations and downtime

**4.6 (U) Travel to (b)(3) 10 U.S.C. 424 to install, configure and test all operational hardware and train system administrators.**

- (U) Conduct Site Survey
- (U) Install Firewalls and all hardware at (b)(3) 10 U.S.C. 424
- (U) Conduct Pre-Ship Audit (PSA)/ Pre-ship Review (PSR)
- (U) Ship new equipment to (b)(3) 10 U.S.C. 424
- (U) Manage Installation (failover to PMT if issues occur)
- (U) Provide applicable training to system administrators
- (U) Transition new hardware to Operations:
  - (U) Firewalls
  - (U) XDTG
  - (U) Additional Servers
- (U) Use XOComm REX PMT as failover if applicable issues arise
- (U) Provide applicable training to system administrators at (b)(3) 10 U.S.C. 424

**4.7 (U) Provide Program Management over all Tasks**

(U) The Contractor shall accomplish the following program management tasks to ensure success of the XOGHOST Expansion effort:

- (U) Provide monthly progress updates to include any issues encountered or pending impediments to the project
- (U) Utilize GED Messaging System Engineering/Technical Advisor (SETA) for documentation reviews
- (U) Provide XOComm subject matter experts with tactical messaging experience.
- (U) Participate in technical exchange meetings

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## 5.0 (U) DELIVERABLES

(U) The following list identifies documentation that will be developed or updated as applicable:

- (U) Request for Change (RFC)
- (U) System Version Description
- (U) System Requirements Specification
- (U) Updated System Security Plan (SSP)
- (U) Updated Certification Test Plan (CTP) to map to NIST 800.53 controls
- (U) Updated Security Requirements Traceability Matrix (SRTM) based on guidance for ICD 503/NIST 800.53
- (U) System Design Document
- (U) User's Manual
- (U) Updated System Administrator's Manual (SAM)
- (U) Installation Procedures
- (U) Training Plan
- (U) Updated Interface Control Documentation (if applicable)
- (U) Test Plan
- (U) Test Procedures
- (U) Transition Plan
- (U) Lifecycle Support Plan
- (U) Change Service Request (if applicable)
- (U) Schedule
- (U) Updated System Diagram
- (U) Updated Rack Elevation

## 6.0 (U) HARDWARE LIST

- (U) 4 new (b)(3) 10 U.S.C. 424 per site (a total of eight new firewall appliances)
- (U) (b)(3) 10 U.S.C. 424 to replace current models which will not be supported after 31 Dec 2011
- (U) (b)(3) 10 U.S.C. 424
  - (U) (b)(3) 10 U.S.C. 424 for high availability (tie into existing LBA)
  - (U) (b)(3) 10 U.S.C. 424 for testing and E2 support
- (U) (b)(3) 10 U.S.C. 424
  - (U) (b)(3) 10 U.S.C. 424
  - (U) Includes (b)(3) 10 U.S.C. 424 software
  - (U) (b)(3) 10 U.S.C. 424 (1) kit for factory/E2

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~~SECRET//TK//REL USA, FVEY~~**7.0 (U) TRANSITION PLAN****(U) Phased transition for producers and consumers**

- (U) Mitigates risk
- (U) Reduces outage time
- (U) Operational impacts
- (U) Transition will have minimum impact to producers and consumers

**(U) NRO Site Integration Standards**

- NSIS process used to deploy to sites
- NSIS waivers requested as appropriate

**(U) Request for Change Approval**

- (U) RFC will be developed and released for hardware installation and transition
- (U) Security Approval
- (U) XOGHOST policy updates/changes will be vetted through NRO Information Assurance representatives

**(U) Training**

- Site XOCComm administrators are already trained on XOGHOST
- Training will be provided to XOCComm Watch and system administrators for (b)(3) 10 U.S.C. technology

**8.0 (U) SCHEDULE**

(U) The Period of Performance for XOGHOST Expansion SOW is Authority To Proceed (ATP) 01 March 12 + 12 months.

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## 9.0 (U) ACRONYM LIST

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Acronym	Definition
(b)(3) 10 U.S.C. 424	(b)(3) 10 U.S.C. 424
(b)(3) 10 U.S.C. 424	(b)(3) 10 U.S.C. 424
ATO	Authority to Operate
ATP	Authority to Proceed
C&A	Certification and Accreditation
(b)(1) 1.4c.	(b)(1) 1.4c. Solution
COTS	Commercial off the Shelf
CTP	Certification Test Plan
DCID	Director of Central Intelligence Directive
DT&E	Design, Test, and Evaluation
FAT	Factory Acceptance Test
(b)(3)	(b)(3)
FTP	File Transfer Protocol
GED	Ground Enterprise Directorate
IBS	Integrated Broadcast System
ICD	Intelligence Community Directive
IPS	Intrusion Prevention System
ISARA	Information Sharing and Routing Architecture
JWICS	Joint Worldwide Intelligence Communications System
LBA	Load Balancing Appliance
LDAP	Lightweight Directory Access Protocol
(b)(3) 10 U.S.C. 424	(b)(3) 10 U.S.C. 424
NSIS	NRO Site Integration Standards
(b)(3) 10 U.S.C. 424	(b)(3) 10 U.S.C. 424
NRO	National Reconnaissance Office
OCIO	Office of Chief Information Officer
(b)(3)	(b)(3)
OS&CI	Office of Security and Counterintelligence
(b)(3) 10 U.S.C. 424	(b)(3) 10 U.S.C. 424
FCI	Producer Consumer Interface
PL	Protection Level
PMT	Packetized Multicast Transfer
PSA	Pre-Ship Audit
PSR	Pre-ship Review
REX	Reliability Enhanced XComm
RFC	Request for Change
ROI	Return on Investment
(b)(3)	(b)(3)
SCI	Sensitive Compartmented Information
SCP	Site Communications Processor
SCWAN	Secret Collateral Wide Area Network
SETA	System Engineering/Technical Advisor
SFTP	Secure File Transport Protocol
SIPRNET	Secret Internet Protocol Router Network
SSL	Secure Socket Layer
SSP	System Security Plan
STWAN	SI/TK Wide Area Network

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<del>S//TK//REL</del> <del>UNCLASSIFIED</del>	
Acronym	Definition
(b)(1)1.4c. (b)(3) 10 USC 424	
TFT	Tactical Format Translator
TRAP	TRE and Related Applications
TRE	Tactical Receive Equipment
TRR	Test Readiness Review
VMS	Virtual Memory System
XaaS	XOComm as a Service
XDTG	XOComm Data Transfer Guard
XINET	XOComm Internal Network
XNET	Extended Network
XOComm	Exercise and Operational System
XOGHOST	XOComm Gateway Host for Operational Secure Transfers
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**STATEMENT OF WORK (SOW)**  
**For**  
**XML Information Bus (XIBus) Information Transport Service**  
**(ITS) Client ITS Message Testing and Enhancements**

**1 May 2012**

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## **(U) Introduction**

(U) This Statement of Work (SOW) describes the work required by GED (b)(3) 10 USC in support of mission objectives for enhancement, test and integration support to the XML Information Bus (XIBus) Information Transport System Client (ITS). This effort provides for software integration, testing, configuration management, requirements management and documentation updates to the deployed XIBus and ITS systems.

(U) This SOW is an addendum to the existing SOW dated 15 November 2011 for the SCP/XOCOMM contract and this SOW reflects new requirements and maintenance fixes as well as extended test and integration support for the XIBus ITS Client.

## **(U) Requirements**

### **(U) XIBus ITS Client Enhancements**

(U) Capture, Validate, and Document the XIBus ITS Client interface and requirements changes with the Intelligence Community (IC) ITS system.

(U) Design, Build, Test, Certify, and Document XIBus ITS Client Product versions/enhancements for interface and requirements changes to the ITS Organizational Address Database (OAD), ITS XML schema, and for incoming (from ITS to NRO) message traffic to include LTG Legacy Header/Text elements and NRO internal legacy sectioning requirements.

(U) Assist the ITS PMO and NRO (b)(3) with XIBus client integration and transition testing with the ITS operational testing and production environments, to include identification and resolution of discrepancies related to all XIBus client interfaces, including ITS components and NRO legacy systems.

### **(U) Baseline Installations and Maintenance**

(U) The Contractor shall ensure that updates to the baseline through DR corrections, maintenance updates and/or new enhancements are merged correctly to each site. The Contractor shall facilitate, as needed, merges of software changes to the appropriate baselines.

### **(U) O&M Testing**

(U) The Contractor shall provide test engineering support to verify O&M updates against the appropriate site operational baseline prior to forwarding to the Site(s) for installation.

### **(U) Training**

(U) The Contractor shall create or update training materials associated with new builds including DR corrections, maintenance updates and/or new development that impact operational procedures. The Contractor shall provide Site or factory training to operational personnel as needed.

~~SECRET//TK//REL TO USA, FVEY~~**(U) Documentation**

(U) The Contractor shall create or update documentation associated with new deliveries to deployed systems at the sites. Newly developed software will involve a new set of documents to support ORR, ORD, OAR and C&A activities. DR corrections and maintenance updates will be required for minor updates. Documents to be created or updated include, but are not limited to:

- System Version Description
- System Requirements Specification
- Security Documentation
- System Design Document
- Users Manual
- System Administrator Document
- Installation Procedures
- Training Plan
- Interface Control Documentation
- Test Documentation (Test Procedures, Test Plans, Test Results)
- Lifecycle Support Plan
- Request For Change (RFC)

**(U) Period of Performance (PoP)**

(U) The period of performance for the XIBus ITS Client enhancements will be ATP to 31 Oct 2012.

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## Appendix A

### (U) ACRONYM LIST & GLOSSARY

ACP	(U) Allied Communications Publication
ATP	(U) Authorization to Proceed
C&A	(U) Certification & Accreditation
CDRL	(U) Contract Data Requirements List
CLIN	(U) Contract Line Item Number
CM	(U) Configuration Management
COTR	(U) Contracting Officer's Technical Representative
DR	(U) Discrepancy Reports
IC	(U) Intelligence Community
ITS	(U) Information Transport Service
OAD	(U) Organizational Address Data Base
OAR	(U) Operational Acceptance Review
O&M	(U) Operations & Maintenance
ORD	(U) Operational Readiness Demonstration
ORR	(U) Operational Readiness Review
PMO	(U) Program Management Office
SOW	(U) Statement of Work
XIBus	(U) XML Information Bus
XML	(U) eXtensible Markup Language



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**(U) STATEMENT OF WORK (SOW)**  
**For**  
**SCP/XCOMM ISARA Translation Service**

**18 June 2012**

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## 1.0 (U) Introduction

(U) This Statement of Work (SOW) describes the work required by GED 1000 10 U.S.C. 42 in support of mission objectives for enhancement, test and integration support. This shall leverage the Fresnel Message Product Line (MPL) parsers and translators into ISARA and is providing a low cost effort with no schedule slip.

### (U) Requirements:

#### (U) Fresnel Message Product Line (MPL) Enhancements

(U) The Fresnel MPL is a Java based set of parsers and translators that can parse and generate legacy (DSSCS, GENSER, and SOCOMM), ITS XML, and CPXP XML message formats. The code base is well tested having been used in XIBus, LTG, TFT, MFT, and the ISARA ITS Client Core projects. The flexibility and reusability of the library is due to the ability to map all of these message formats to an internal common XML format (FXML).

(U) Due to the aggressive time line in meeting the existing schedule milestones, recommendation that the Fresnel Translation Service be built in such a manner as to allow interim releases to be provided to the ISARA team. These regular interim releases shall allow rapid testing and integration of the software into the ISARA infrastructure while also verifying that the requirements are being met. This shall limit the number of discrepancy reports (DR) that might otherwise be found later in the process

## 2.0 (U) Objectives

(U) The effort to build the Fresnel Translation Service has a single objective to mitigate the risk of a slip in the ISARA program schedule if the ISARA Translation Service is not ready to be deployed. This effort is described in task 4.1.

(U) An additional effort to support the ISARA program with Systems Engineering and Architecture reviews and Testing Support for the entire set of capabilities would further mitigate the risks that the ISARA infrastructure may not be available within the current schedule. This effort is described in task 4.2 and the assumptions listed in section 3 are related to the first objective.

## 3.0 (U) Assumptions

(U) The Fresnel Translation Service shall adhere to an agreed upon Java interface that shall be based on the ISARA XML format.

(U) The ISARA XML schemas (version 1.0f2 and dated September 2011) shall not be changed during the development of the Fresnel Translation Service.

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(U) The Fresnel Translation Service shall have an inbound and an outbound operational mode. The inbound mode shall receive ISARA XML and retrieve the fully formatted organizational message from the payload section. This message shall be parsed and the relevant meta-data shall be returned in the ISARA XML meta-data elements. The outbound mode shall receive an ISARA XML message and build a fully formatted organizational message using the meta-data elements provided. This message shall be wrapped in a payload element and returned through the Java interface as an ISARA XML document.

(U) The ISARA program shall be responsible for building the ISARA infrastructure that shall call the Fresnel Translation Service. This includes, but is not limited to posting information to the Message Trace, consuming MQ messages, publishing MQ messages, providing all transactional boundaries and management, Weblogic hosting, and Spring integration.

(U) The ISARA program shall provide Jun tests that define and test the anticipated behavior of the Fresnel Translation Service that can be used to speed up development of the service.

(U) The Booz Allen Hamilton (BAH) team shall provide regular drops of the Fresnel Translation Service throughout the software development lifecycle. This shall enable the ISARA team to verify requirements are being met and test integrating the service quickly.

(U) The Fresnel Translation Service shall be able to parse the following message formats in the inbound mode and populate the ISARA XML meta-data elements:

- ACP-127
- ACP-128
- ITS XML (version Icms 1.9, Icom 1.2, and ISM 5) including all address spaces
- DOI-103 Special
- DOI-103
- SOCOMM-4 Narrative
- SOCOMM-4 Data
- MSMail (Mime)
- MSEExtern
- CFR User Header
- MQ User Header (S3042)
- SCg User Header

(U) The Fresnel Translation Service shall be able to generate the following translations messages formats from ISARA XML meta-data elements in the outbound mode:

- MSEExtern
- CPXP XML

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- ITS XML (version Icms 1.9, Icom 1.2, and ISM 5) including all address spaces
- SOCOMM-4 Narrative
- SOCOMM-4 Data
- MQ User Header (S3042)
- SCg User Header

(U) The Fresnel Translation Service shall be comprised of a series of Java Archive Repository (JAR) files. These shall include integration code, the Fresnel MPL jar file, the CMHS Commons jar file and any related libraries needed to run the service.

(U) All integration, certification, accreditation, and formal testing milestones required to deploy the Fresnel Translation Service shall be managed and performed by the ISARA program. SCP/XOComm program shall provide technical support for integration and formal testing milestones.

(U) The schedule is dependent on receipt of an Authority to Proceed (ATP) from the Government and C&A timeline.

(U) Cooperation and participation between the ISARA team, BAH team, and the GED program offices shall be essential for success.

#### **4.0 (U) Tasks**

(U) This effort includes the following major tasks:

##### **4.1 (U) Designs, Implement, and Test the Fresnel Translation Service:**

(U) Implement the Fresnel Translation Service Java interface that shall bridge the Fresnel MPL capabilities into the ISARA infrastructure.

(U) Attend and provide technical SME support for design reviews scheduled by ISARA for this effort.

(U) Implement the following parsers and translators in the MPL framework

- MSEextern
- CFR User Header
- MQ User Header (S3042)
- SCg User Header

(U) Provide discrepancy report (DR) work-off support for Fresnel Translation Service during period of performance.

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(U) Provide technical support to the ISARA program and assist in the integration of the Fresnel Translation Service into the ISARA infrastructure (as needed).

(U) Develop test plans and procedures for internal BAH testing of the Fresnel Translation Service (as needed).

#### **4.2 (U) Provide Systems Engineering and Architecture Support for the ISARA**

(U) Provide legacy messaging Subject Matter Expert (SME) for integration guidance.

(U) Attend and provide technical SME support for System Requirements Review (SRR) scheduled by ISARA for this effort

(U) Review the overall ISARA architecture and provide recommendations (if necessary) that shall allow for the efficient routing and processing of message traffic.

(U) Conduct system and regression testing of the Fresnel Translation Service and other services (as needed).

(U) Conduct Test Readiness Review (TRR) for system and regression test efforts

(U) Provide technical support to the ISARA program for formal test events as needed (DT&E1 and DT&E 2)

#### **4.3 (U) Provide Program Management over all Tasks**

(U) The following management tasks shall be accomplished:

- (U) Utilize an agile development process that focuses on getting features completed and released as interim drops to the ISARA program.
- (U) Provide weekly progress updates to include any issues encountered or pending impediments to the project.

#### **5.0 (U) DELIVERABLES**

(U) The following list identifies documentation that shall be developed or updated as applicable:

- (U) Fresnel Translation Service jar file and all related jar files required to run the service.
- (U) Release Notes documenting the capabilities of the Fresnel Translation Service.
- (U) Internal Booz Allen test plans (if requested)
- (U) Internal Booz Allen test procedures (if requested)
- (U) System Version Description
- (U) System Requirements Specification
- (U) Security Documentation
- (U) System Design Document
- (U) Users Manual
- (U) System Administrator Document
- (U) Installation Procedures
- (U) Training Plan

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- (U) Interface Control Documentation
- (U) Test Documentation (Test Procedures, Test Plans, Test Results)
- (U) Lifecycle Support Plan
- (U) Request For Change (RFC)

## **6.0 (U) SCHEDULE**

(U) The first objective, Fresnel Translation Service implementation with integration support, can be accomplished in approximately 6-8 weeks from authority to proceed barring any changes in scope by the ISARA program or the BAH during the execution of the Systems Engineering and Support tasking or other activities.

(U) The second objective, overall ISARA Systems Engineering, Architecture, and Test Support efforts, can be accomplished in approximately 6 months from authority to proceed (ATP). (Approximately 22 Jun 2012 – 31 Dec 2012.)

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~~UNCLASSIFIED//FOUO~~**(U) ACRONYM LIST & GLOSSARY**

ACP	(U) Allied Communications Publication
ATP	(U) Authorization to Proceed
C&A	(U) Certification & Accreditation
CDRL	(U) Contract Data Requirements List
CLIN	(U) Contract Line Item Number
CM	(U) Configuration Management
COTR	(U) Contracting Officer's Technical Representative
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IC	(U) Intelligence Community
ITS	(U) Information Transport Service
OAD	(U) Organizational Address Data Base
OAR	(U) Operational Acceptance Review
O&M	(U) Operations & Maintenance
ORD	(U) Operational Readiness Demonstration
ORR	(U) Operational Readiness Review
PMO	(U) Program Management Office
SOW	(U) Statement of Work
XIBus	(U) XML Information Bus
XML	(U) eXtensible Markup Language

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**(U) Statement of Work (SOW)  
for  
XIBus Phase 2 ITS Enhancements**

**25 January 2013**

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## 1.0 (U) INTRODUCTION

### 1.1 (U) Purpose

(U) This Statement of Work (SOW) describes the work required by GED [REDACTED] in support of mission objectives for operational enhancement, test and integration support to the XML Information Bus (XIBus) Information Transport System Client (ITS). This effort provides for software integration, testing, configuration management, requirements management and documentation updates to the deployed XIBus and ITS systems.

(U) This SOW is an addendum to the existing SOW dated 15 November 2011 for the SCP/XOCOMM contract. This SOW reflects updated requirements and necessary maintenance fixes as well as extended test and integration support for the XIBus ITS Client.

### 1.2 (U) Background

(U) As NRO moves away from legacy messaging to modern XML based rich content messages, enhancements are needed to NRO's current message routing and switching architecture to facilitate dissemination of rich content. These enhancements to XIBus will enable NRO messaging users to author and receive rich content messages and disseminate rich content traffic both internally to NRO rich content capable and legacy systems, and out to the IC via the IC Information Transport System (ITS).

## 2.0 (U) APPLICABLE DOCUMENTS:

(U) See Section 2.0 contract NRO000-12--C-0071

## 3.0 (U) TASKS

### 3.1 (U) XIBus Software Engineering Support

(U) Provide recommendations and technical assistance, to include software enhancements:

- 3.1.1 (U) The Contractor shall provide updated XIBus product versions to facilitate completion of NRO's ITS FOC requirements to include translation and dissemination of rich content XML messages in NRO's internal messaging infrastructure.
- 3.1.2 (U) The Contractor shall assist the ITS PMO and NRO [REDACTED] with completing transition of NRO legacy external and NRO-generated rich content message traffic to ITS via NRO's ITS Client.
- 3.1.3 (U) The Contractor shall modify the schema and interface between XIBus and the Ground Reporting and Messaging (GRM) System to handle XML messages.
- 3.1.4 (U) The Contractor shall modify the XIBus system to translate bi-directionally between NRO internally generated XML and ITS.XML messages.

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- 3.1.5 (U) The Contractor shall modify the schema and interface between XIBus and Enterprise Automated Message Handling System (AMHS) to handle ITS XML messages.
- 3.1.6 (U) The Contractor shall test, subsume and replace all remaining Site Communication Processor (SCP) interfaces and capabilities with XIBus/ITS to complete ITS routing and dissemination requirements.
- 3.1.7 (U) The Contractor shall assist in efforts to baseline XIBus's new requirements and interfaces into GED's baseline CM documentation.

### **3.2 (U) Testing**

- 3.2.1 (U) The Contractor shall test XIBus rich content message traffic end to end integration, volume, and throughput. Testing shall include, at a minimum, traffic from NRO producer systems through to the ITS Operational Test and Evaluation (OTE) environment.
- 3.2.2 (U) The Contractor shall assist in efforts, including security certification testing, to accredit XIBus according to ICD-503.

### **3.3 (U) Operations and Maintenance (O&M)**

- 3.3.1 (U) The Contractor shall ensure that updates to the baseline through DR corrections, maintenance updates and/or new- enhancements are merged correctly to each site per the NRO Site Integration Standards (NSIS) process. The Contractor shall facilitate, as needed, merges of software changes to the appropriate CM baselines.
- 3.3.2 (U) The Contractor shall provide test engineering support to verify O&M updates against the appropriate site operational baseline prior to forwarding to the Site(s) for installation.

### **3.4 (U) Training**

- 3.4.1 (U) The Contractor shall create or update training materials associated with new builds including DR corrections, maintenance updates and/or new development that impact operational procedures. The Contractor shall provide Site or factory training to operational personnel as needed.

## **4.0 (U) DELIVERABLES:**

### **4.1 (U) System Updates**

- 4.1.1 (U) Updated XIBus system, associated schema changes and assistance for testing/ enhancement / demonstration.
- 4.1.2 (U) Recommendations on possibility of future XIBus services.

### **4.2 (U) Documentation Updates**

(U) The Contractor shall create or update documentation associated with new deliveries to deployed systems at the sites. Newly developed software will involve a new set of documents to

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support the GED CM process, NSIS process and milestones, and ICD 503 Analysis and Accreditation (A&A) activities. Documents to be created or updated include, but are not limited to:

- 4.2.1 (U) System Version Description
- 4.2.2 (U) System Requirements Specification
- 4.2.3 (U) System Design Document
- 4.2.4 (U) Users Manual/System Administrator Document
- 4.2.5 (U) Training Plan
- 4.2.6 (U) Test Documentation (Procedures, Plans, Results)
- 4.2.7 (U) Installation Procedures
- 4.2.8 (U) System Security Plan (SSP) and applicable ICD 503 artifacts
- 4.2.9 (U) Lifecycle Support Plan
- 4.2.10 (U) Legacy and Rich Content Transition Plans
- 4.2.11 (U) Interface Control Document

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**(U) Statement of Work (SOW)**  
**For**  
**XOCOMM Service Support for the** (b)(1)1-4c, (b)(3) 10 U.S.C. 424  
(b)(1)1-4c, (b)(3) 10 U.S.C. 424 **Program**  
**9 April 2013**

CL BY: (b)(3) 10  
DECL ON: 25X1, 20630301, RRG dated July 2005  
DRV FROM: INCG 1.0, 13 February 2012

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~~SECRET//TALENT KEYHOLE//REL TO USA, FVEY~~**(U) Introduction**

(U) This Statement of Work (SOW) describes the work required by GED (b)(3), 10 U.S.C. 424 in support of mission objectives for development, test and integration support of enhancements of the XOCOMM system to support (b)(1)1.4c, (b)(3) 10 U.S.C. 424 requirements. This effort provides software integration, testing, configuration management, requirements management, and documentation in support of the (b)(1)1.4c, (b)(3) 10 program.

**(U) Requirements****(U) XOCOMM System Enhancements**

(U) XOCOMM shall provide service as defined in the (b)(1)1.4c Functional Requirements Specification (FRS) v1.8.

~~(S//TK//REL)~~ XOCOMM shall interface to and provide (b)(1)1.4c, (b)(3) 10 U.S.C. 424 transfer and format translation of (b)(1)1.4c, (b)(3) 10 U.S.C. 424 per customer interface and format requirements.

~~(S//TK//REL)~~ XOCOMM shall provide (b)(1)1.4c, (b)(3) 10 U.S.C. 424 transfer and format translation of (b)(1)1.4c, (b)(3) 10 U.S.C. 424

~~(S//TK//REL)~~ XOCOMM shall coordinate interface development with the (b)(1)1.4c, (b)(3) 10 U.S.C. 424 systems, as well as format translation specifications with MSDS and (b)(1)1.4c, (b)(3) 10

(U) XOCOMM shall document, develop, test and integrate any new interface and translation requirements per the (b)(1)1.4c, (b)(3) 10 FSR (v1.9) and interfacing systems.

(U) XOCOMM shall update the XOCOMM Requirements baseline and Interface Control Document (ICD) with any applicable capability or configuration changes to include new schemas, parsers/translators for additional message formats.

**(U) Baseline Installations and Maintenance**

(U) The Contractor shall ensure that updates to the baseline through DR corrections and maintenance updates are merged at each site.

**(U) O&M Testing**

(U) The Contractor shall provide test engineering support to verify O&M updates against the appropriate site operational baseline prior to forwarding to site for installation.

**(U) Training**~~SECRET//TALENT KEYHOLE//REL TO USA, FVEY~~



~~SECRET//TALENT KEYHOLE//REL TO USA, FVEY~~

(U) The Contractor shall create or update training materials associated with new builds including DR corrections and maintenance updates that impact operational procedures. The Contractor shall provide Site or factory training to operational personnel.

**(U) Documentation**

(U) The Contractor shall create or update documentation associated with new deliveries to deployed systems. The Contractor shall make the appropriate updates to the following documents:

- System Version Description
- System Requirements Specification
- Security Documentation
- System Security Plan (as applicable)
- System Design Document
- Users Manual
- System Administrator Document
- Installation Procedures
- Training Plan
- Interface Control Documentation
- Test Documentation (Test Procedures, Test Plans, Test Results)
- Lifecycle Support Plan
- Request For Change (RFC)

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## Appendix A

### (U) ACRONYM LIST & GLOSSARY

(b)(1)1.4c. (b)(3)10	(U) (b)(1)1.4c. (b)(3)10 U.S.C. 424
ATP	(U) Authorization to Proceed
CM	(U) Configuration Management
DR	(U) Discrepancy Report
FRS	(U) Functional Requirements Specification
GED	(U) Ground Enterprise Directorate
ICD	(U) Interface Control Documentation
(b)(3)10 U.S.C. 424	(U) (b)(3)10 U.S.C. 424
	(U)
	(U)
MSDS	(U) Mission Support Data Storage
O&M	(U) Operations & Maintenance
POP	(U) Period Of Performance
RFC	(U) Request For Change
SOW	(U) Statement Of Work
XOCOMM	(U) eXercise and Operations Communications

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**(U) Statement of Work (SOW)  
for  
Legacy Transition Gateway Maintenance  
Upgrade**

**29 March 2013**

**WARNING - THIS DOCUMENT SHALL NOT BE USED AS A SOURCE FOR DERIVATIVE CLASSIFICATION**

**DECL ON: 25X1**

**DRV FROM: NRO Classification Guide 6.0, 21 May 2005**

DECL ON: 25X1

DRV FROM NRO Classification Guide 6.0, 21 May 2005

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## **1.0 (U) INTRODUCTION**

### **1.1 (U) Purpose**

(U) This Statement of Work (SOW) describes the work required by GED [REDACTED] in support of mission objectives for operational enhancement, test, and integration support to the Information Transport System Client (ITS) Legacy Transition Gateway (LTG). This effort provides for software integration, testing, configuration management, requirements management and documentation updates to the deployed LTG system.

(U) This SOW is an addendum to the existing SOW dated 15 November 2011 for the SCP/XOCOMM contract. This SOW reflects updated requirements and necessary maintenance fixes for the LTG to correct critical operational issues and updated ITS requirements.

### **1.2 (U) Background**

(U) As the IC moves away from legacy messaging to modern XML based rich content messages, enhancements are needed to the core ITS infrastructure in general and the LTG in particular to facilitate the translation and dissemination of rich content messages to and from legacy sources. As additional legacy customers are brought on to ITS and tested, LTG discrepancies and legacy messaging nuances are discovered that need to be added to the translation schemas and configurations. These enhancements to LTG will enable IC legacy JWICS and SIPR messaging users to complete their traffic transition to ITS by ITS FOC.

## **2.0 (U) APPLICABLE DOCUMENTS:**

(U) See Section 2.0 contract NRO000-12--C-0071

## **3.0 (U) TASKS**

### **3.1 (U) LTG Software Engineering Support**

(U) Provide recommendations and technical assistance, to include software enhancements:

- 3.1.1 (U) The Contractor shall provide updated LTG product versions to facilitate completion of ITS legacy traffic transition and FOC translation requirements to include handling SOCOMM messages, badly formatted re-addressals, XIBus sectioned messages and downgraded CRITIC creation and handling.
- 3.1.2 (U) The Contractor shall modify the LTG schema to conform with the new ITS ICMS, ICOM and ISM schemas.
- 3.1.3 (U) The Contractor shall modify the LTG system to provide improved character translations and the ability to recover from external system outages and service interruptions.

- 3.1.4 (U) The Contractor shall address existing category 3 Software Problem Reports (SPR's) per the Redmine database and future SPR's resulting from SIPR testing and legacy system transition per ITS PMO prioritization.

### **3.2 (U) Testing**

- 3.2.1 (U) The Contractor shall test LTG rich content and legacy message traffic to include end to end integration, throughput and translations. Testing shall include, at a minimum, traffic from IC legacy producer systems through to the ITS Operational Test and Evaluation (OTE) environment.
- 3.2.2 (U) The Contractor shall assist in efforts, including security certification testing, to accredit LTG according to ICD-503 per ITS PMO guidance.

### **3.3 (U) Operations and Maintenance (O&M)**

- 3.3.1 (U) The Contractor shall ensure that updates to the baseline through SPR corrections, maintenance updates and/or new- enhancements are merged correctly to each site per the ITS RFC and Integrated Operations Board (IOB) processes. The Contractor shall facilitate, as needed, merges of software changes to the appropriate CM baselines.
- 3.3.2 (U) The Contractor shall provide test engineering support to verify O&M updates against the appropriate site operational baseline prior to forwarding to the Site(s) for installation.

### **3.4 (U) Training**

- 3.4.1 (U) The Contractor shall create or update training materials associated with new builds including SPR corrections, maintenance updates and/or new development that impact operational procedures. The Contractor shall provide Site or factory training to operational personnel as needed.

## **4.0 (U) DELIVERABLES:**

### **4.1 (U) System Updates**

- 4.1.1 (U) Updated LTG system, associated schema changes and assistance for testing/ enhancement / demonstration.
- 4.1.2 (U) Recommendations on possibility of future LTG services.

### **4.2 (U) Documentation Updates**

(U) The Contractor shall create or update documentation associated with new deliveries to deployed systems at the sites. Newly developed software will involve a new set of documents to support the ITS CM process and milestones. Documents to be created or updated include, but are not limited to:

- 4.2.1 (U) System Version Description
  - 4.2.2 (U) System Requirements Document
  - 4.2.3 (U) Users Manual/System Administrator Document
  - 4.2.4 (U) Training Plan
  - 4.2.5 (U) Test Documentation (Procedures, Plans, Results)
  - 4.2.6 (U) Release Notes
  - 4.2.7 (U) System Security Plan (SSP) and applicable ICD 503 artifacts
  - 4.2.8 (U) Interface Control Document
- |

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## **(U) STATEMENT OF WORK**

### **CIO Gridiron IT/IA/IM Support Services**

#### **(U) Program Support to the National Reconnaissance Office Chief Information Office**

VERSION 10 Final

**10 July 2012**

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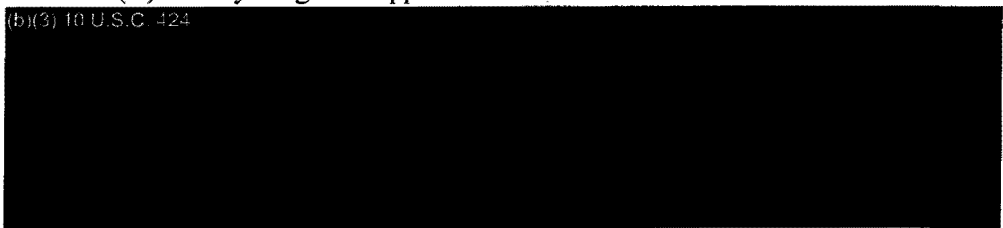


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## 1.0 (U) BACKGROUND

(U/FOUO) The Chief Information Officer (CIO) is chartered to advise the National Reconnaissance Office (NRO) senior leaders on issues pertaining to the planning, acquisition, management, and assurance of Information Technology (IT), Information Assurance (IA), and Information Management (IM). The CIO Support is functionally organized with four business areas: Planning and Governance Office (PGO), Composite Information Assurance Office (CIAO), Enterprise Architecture and Strategy Office (EAO) and (b)(3) 10 U.S.C. 424. Each office provides the technical expertise and research foundation for the CIO's broad range of support functions and responsibilities to the Director, NRO (DNRO). In addition, each office oversees, manages and coordinates activities relating to Government and NRO IT policies. The CIAO provides authorization recommendations and risk assessments on IT systems for the NRO and related IA support to the CIO. The EAO advises the CIO on IT Architecture Strategy and Standards Compliance. The PGO provides recommendations to the CIO on matters related to IT investments and governance. The CIO is supported by a staff that provides centralized services for policy development, presentations and formal publications internal/external to the NRO, and general corporate assistance. In addition, it is expected that this single contract will support the inclusion of the Information Management Support Services and System Support.

The Management Services and Operations office (MS&O) provides centralized records and information management (RIM), forms, and information access and release services to the NRO through a consolidated management infrastructure. The MS&O provides these services through the Information Management Services Center (IMSC) and the NRO Library. These organizations work closely to deliver library services to the entire population. IMSC continuously examines its products and services as well as its means of service delivery to determine the most efficient and effective ways to deliver those services now and in the future. IMSC is intent on identifying best practices within the Intelligence Community (IC) and the private sector, incorporating these practices into its processes with the goal of improving service delivery, streamlining workflow and procedures, and reducing bureaucracy, redundancy and cycle time.

## 2.0 (U) SCOPE

(U) The work to be performed is Systems Engineering and Technical Assistance (SETA) Contract Advisory and Assistance Services support for the CIO, Information Management Services Center (IMSC) and the NRO Library in the Management Services & Operations (MS&O) Office. This Statement of Work (SOW) defines the tasks to be performed to provide CIO and MS&O services. The SETA contractors are expected to routinely collaborate and coordinate with mission partners across the Intelligence Community, Department of Defense, Federal Agencies, and International partners when performing tasks and activities on behalf the NRO/CIO.

The scope of support to the CIO mission is for providing high-level guidance and direction to the NRO Directorates/Offices with respect to the following areas: Capital Planning and Investment, Enterprise Architecture and Technology Standards, Information Assurance, and Information Management. The SOW also provides for a host of underlying programmatic activities for CIO operations.

The scope of support to the MS&O mission is for a wide range of functional areas within IMSC and the NRO Library. These include: program management, records and information management, forms management, library management, information access and release activities.

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(U) The Contractor shall provide labor in sufficient quantity and with appropriate qualifications to accomplish work as described in the referenced labor category document. Additionally, the contractor will provide IT, IA and IM services to support specific work requirements identified in section 4 of the SOW.

(U) The Contractor shall address ongoing and emerging issues in conjunction with Government, other contractors, and FFRDCs, to develop such plans, reports, documentation, and coordination as is required to satisfy CIO objectives. The Contractor activities will include minutes, trip reports, or other appropriate documentation of the discussions and outcomes of interactivity. The Contractor is expected, where practical, to use existing program documentation, systems, applications, schedules, policies, procedures, and processes as have been established and are currently in effect within the CIO.

### **3.0 (U) REFERENCES**

(U) See Appendix B for reference listing.

(U) Note: All following task description paragraphs identify the associated CLINS of the RFP/Model Contract for cost and pricing purposes.

## **4.0 (U) TASK DESCRIPTION**

(U) The following sections define tasks for the Contractor to perform under this effort. The Contractor shall provide staff to perform the tasks, and conduct necessary approved travel.

### **4.1 (U) Program Management (CLIN 0001 & 0002)**

(U) The Contractor shall assign a dedicated full-time Contractor Program Manager (CPM) to this program and the CPM shall be responsible for all functions specified in this SOW including management support, technical and programmatic services, and ad hoc surge capability. This individual is considered to be Key Personnel. The CPM shall provide oversight and coordinate the activities of prime contractor and subcontractor personnel.

(U) For CIO tasks, the Contractor shall establish and maintain management oversight processes and effectively execute these tasks. The Contractor shall establish and employ management processes to effectively allocate tasks to subcontractor personnel and shall provide visibility to the Government of those tasks assigned to subcontractors. The Contractor shall ensure program and system security are enforced. The Contractor shall manage execution of all deliverables in accordance with NRO rules and regulations.

(U) The Contractor shall provide a means to effectively and efficiently manage the overall scope of the Gridiron Contract. This support will include but is not limited to contract management (financial management, performance management, security, and subcontractor management), communications, and risk management, specifically related to Gridiron.

(U) The CPM shall be responsible for providing and managing qualified personnel to staff the Gridiron Contract and shall:

- Establish and implement a program organization and proven management practices and procedures to ensure effective support that satisfies the government requirements by providing qualified personnel, ensuring personnel are trained and retained, and providing the resolution of resource conflicts.
- Serve as the primary point of contact to the Contracting Officer's Technical Representative (COTR) and Contracting Officer (CO) for program status, reporting, and support.

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- Collaborate with the Government COTR, and be responsible for integrating data, policies, procedures, reporting tools, and contract deliverables.
- Integrate Information Assurance, Enterprise Architecture and Information Management Portfolio's across the CIO.
- With concurrence from the COTR, direct the Gridiron team on tasks.
- Participate in formal program reviews coordinated by the COTR, CO, and any assigned Associate COTR (ACOTR).
- Participate as a leadership team member in developing, implementing, and monitoring Gridiron business objectives and strategic initiatives.

(U) The Contractor shall ensure qualified personnel are available, are adequately organized, and are on staff in accordance with the applicable personnel and availability requirements. The Contractor shall develop a process for providing personnel, matching, retaining, removing and replacing personnel to functional areas identified in the SOW, and shall identify the percentage of time that each person is allocated to other SOW areas, when directed by the government. The Contractor shall develop a methodology for assessing priorities and resources when resolving conflicting project requirements. The Contractor shall provide weekly Contract Status Reviews as part of a Contract Status Review (CDRL 001).

(U) The Contractor shall ensure open communication occurs with CIO management on contract execution and issues. The Contractor shall manage contractor functions necessary for the effective operation of the CIO organization. In addition, effective, cross-organizational communication shall take place. The Contractor shall inform the CO through the COTR of significant schedule, technical, financial, and significant contractual issues affecting the program, including delivery of contractual or CIO products, and take corrective action as required. The Contractor shall advise and assist the CIO and DCIO with analysis, advice and recommendations regarding technical, programmatic, and financial issues.

(U) Non-Disclosure Agreements (NDA) are required for performance on this effort. The program manager shall maintain accountability for the NDAs.

(U) A Contract Implementation Review (CIR) shall be conducted between the Government CO, COTR, and Government Points of Contact (GPOC) from the CIO staff, and the contractor to:

- Review all elements of the negotiated contract to demonstrate a mutual understanding of the task to be accomplished; and
- Review and approve the contractor's final version of the Contractor Program Management Plan

#### **4.1.1 (U) Program Reviews**

(U) The Contractor shall conduct a monthly Program Management Review (PMR) (CDRL 002). These reviews shall include status of technical and management activities, external dependencies, coordination activities, security, cost performance, schedule performance, action item status, and discussions on issues and risks. The intent of each PMR is to provide visibility into contract activities and technical status to the CO, COTR, CIO, and supporting staff.

#### **4.1.2 (U) Contract Funds Status Report**

(U) The Contractor shall submit to the CO and COTR a monthly Contract Funds Status Report (CFSR) at a monthly Business Management Review (BMR) (CDRL 003). This report shall detail the monthly and cumulative expenditure of labor hours and direct/burdened labor dollars in accordance to the NAM that shall detail the budgeted hours and costs, the actual hours, Full Time Equivalent (FTE) support, and costs (including other direct costs such as travel) versus work performed or accomplished. Any deviations or changes from previously reported data must include cumulative information. Additionally, this report shall present programmatic and technical progress of the contract versus schedule milestone completion, and problem resolution status. The CFSR also shall include current estimated funds run-out dates

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for each Contract Line Item Number (CLIN). The contractor shall provide a status of the current staffing training and certifications in accordance to the Labor Category Descriptions.

#### **4.1.3 (U) Ad Hoc Reports**

(U) The Contractor shall report progress through monthly program reviews and technical exchange meetings to enable the Government to remain abreast of contract activities, performance, and issues. The content and format of other ad hoc reports are subject to the needs of the CIO at the time of the request. These will be in support of emerging requirements levied on the CIO in the course of evolving events.

#### **4.1.4 (U) Data Collection for IT/IA/IM Portfolio**

(U) The Contractor shall maintain an IT/IA/IM data collection in accordance with **CDRL A011**.

#### **4.1.5 (U) Staffing**

(U) The Contractor shall maintain a Staffing Plan (**CDRL A004**) that The Contractor's Staffing Plan addresses, at a minimum, processes/procedures for staffing, hiring and employee retention, training and certification assurance processes and allocation of resources.

#### **4.1.6 (U) Program Control**

(U) The Contractor shall establish and maintain sound processes and procedures for program management and control. The Contractor shall perform the program control activities ensuring that appropriate progress reports, financial performance reports, and other contractual performance information are provided in the contract, in a timely manner to assist in balancing cost, schedule, and risk. The Contractor shall provide a Contract Program Management Plan (CPMP) (**CDRL A005**) and IM Weekly Activity Report (**CDRL A012**) during performance of 4.6, Information Management Services and System Support.

#### **4.1.7 (U) Transition Planning**

(U) The Contractor shall manage transitions "as seamless and transparent," with minimal to no disruption to ongoing mission operations. Transition plans shall include incoming, outgoing transitions, and the program planning strategy.

##### **4.1.7.1 (U) Incoming Transition Planning**

(U) The Contractor shall develop a transition plan in accordance with **CDRL A006**. The plan shall describe how the contractor will assume responsibility for all functions related to this SOW from incumbent contractors within 60 days of contract start. The transition plan shall include, but not be limited to, the assumption of all processes and associated software, files, documents, and any Government Furnished Equipment necessary for continued support of CIO programs. Refer to the existing FY12 Labor profile (RFP Section L Attachment 1) for identification of incumbent labor aligned to SOW work and CIO offices.

##### **4.1.7.2 (U) Outgoing Transition Planning**

(U) The Contractor shall prepare and abide by a transition plan (**CDRL A007**) at the end of the period of performance of this contract. The Contractor shall provide a draft Outgoing Transition Plan not later than 179 calendar days after contract start. The contractor shall provide another draft Outgoing Transition Plan three months prior to contract completion. When given termination notice, the Contractor shall submit a final outgoing Transition Plan within 15 calendar days following notification.

#### **4.1.8 (U) Data Accession List**

(U) The Contractor shall provide a Data Accession List (DAL) for products generated by the work effort in compliance with the SOW. The DAL shall be an electronic repository for all data, including data that is not otherwise deliverable by a specific CDRL. The Contractor shall update the DAL whenever a document is added, modified or deleted. This effort

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shall include a chronicle of revisions of all documents contained in the DAL. The Contractor shall provide on-line, NMIS access to the Government for review of products. (CDRL A008, DAL)

#### **4.1.9 (U) Cost Efficiency Performance Management**

(U) The Contractor shall use innovative and creative best practice solutions, in addition to finding alternatives and opportunities to work smarter and save costs over the life of the contract without sacrificing mission performance. The Government places value on a proactive approach by the Contractor to take the necessary steps to implement and execute measures that produce cost efficiencies.

(U) The Contractor shall develop and implement cost saving initiatives, processes and procedures during execution of all SOW tasks throughout the course of contract performance that are intended to result in realized cost savings. The Contractor shall provide and deliver an initial Cost Efficiency Performance Plan and provide updates to the Cost Efficiency Performance Plan as necessary due to contract modifications (i.e. Engineering Change Proposals) that increase contract value. (CDRL A010, Cost Efficiency Performance Plan).

## **4.2 (U) Corporate Support (CLIN 0003 & 0004)**

(U) The Contractor shall support the following CIO business tasks.

### **4.2.1 (U) Meetings and Visits**

(U) The Contractor shall engage and provide technical and advisory support to planning meetings, internal NRO meetings, site visits, conferences, lessons-learned forums, technical discussions, external meetings, discussions, and various other meetings, as requested by the Government concerning but not limited to:

- Information Security and Risk Management
- The use of NRO-approved database and web page design principles and tools.
- Red Team practices used within the Government and the private sector.
- Privacy
- Assessment, Authorization and Cross Domain activities
- Information Sharing Forums/Committees
- Information Assurance Forums/Committees
- IA Architecture and Network Mapping activities.
- Enterprise Architecture Forums/Committees
- Spectrum Management Forums; and
- Portfolio management and capital planning investment forums.

### **4.2.2 (U) Reports, Briefings, and Plan Development**

(U) The Contractor shall prepare, consolidate, coordinate, maintain, and report status and plans such as but not limited to:

- Integrating of Assessment and Authorization into the NRO Acquisition/Project Management life-cycle; provide analysis and risk assessments to CIAO/CIO for Authorization
- Red Teaming Program reports and assessments
- Remediating and/or mitigating negative impact on mission operations as a result of testing exercises
- Documenting and reporting results of IA exercises and activities
- Responding to NRO, Intelligence Community, and Department of Defense (DoD) IA tasks or advisories
- Drafting and publishing ad hoc technical reports highlighting activities and relevant technical plans concerning Enterprise Architecture and IA Architecture
- Information Assurance Management

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- Providing analysis and drafting information for consideration as NRO responses to the Associate Director of National Intelligence (ADNI)/CIO
- Drafting and publishing programmatic and technical artifacts related to Enterprise Architecture positions, studies, and analyses
- Collecting, analyzing, and reporting to the Comptroller on financial matters impacting the CIO
- Drafting information, documents, and reports relative to Information Sharing and Privacy positions, studies, and analyses
- Collecting, analyzing, adjudicating, and recommending IT Standards with respect to NRO's positions, studies, and applicability
- Drafting information, documents, and reports relative to NRO Responses to Community Enterprise Architecture tasks
- Providing Information Management (IM) information, studies, and analysis relative to information management activities, such as but not limited to redaction, declassification, FOIA release, electronics records management, forms management, and records archiving.
- Developing and maintaining a Program Master Schedule. The Master Schedule shall reflect the Contractor's high-level, time-phased plan, including major milestones, key CIO products, activities, major/minor milestones, dependencies, and inter-relationships among activities in such detail as approved by the COTR. Schedule activities, milestones and deliverables shall be provided by the CIO Offices and Corporate Staff for incorporation into the Master Schedule. The contractor shall use the Program Master Schedule as a management tool by conducting and reporting critical path analysis, identifying deliverable impacts and associated mitigation strategies.

#### **4.2.3 (U) Technical Writing**

(U) The Contractor shall prepare, coordinate, and archive hardcopy and electronic versions of technical reports, policies, instructions, notifications to industry partners, formal intra-agency/interagency memoranda, written documents, or presentations ensuring quality and consistency with NRO formats and guidelines in support of CIO activities and functions. The Contractor shall maintain a document library and file structure in accordance to NRO document/records management guidelines for retrieval/archive purposes.

#### **4.2.4 (U) Graphic Support/Strategic Communications**

(U) The Contractor shall develop and maintain professional, high quality, accurate visual and multimedia presentations in detail and format specified by the Government. The Contractor shall develop and maintain a CIO-approved presentation library and file structure that enable easy and logical retrieval, as well as maintaining the requisite records management, privacy, and security. The Contractor shall provide product development to include but not limited to design specialized graphics, emblems, pictures, tri-folds, pamphlets, marketing, etc., as specified by the CIO staff. The Contractor shall foster productive working relationships within CIO and across the NRO in the communication arena. The Contractor shall design specialized graphics, emblems, pictures, tri-folds, pamphlets, etc., as specified by the CIO staff. The Contractor shall provide graphical and presentation assistance with web development and support activities.

#### **4.2.5 (U) Internet Technologies Management**

(U) The contractor shall design, develop, maintain, post, update, and archive CIO information on web pages and other presentation technologies available on the NRO Management Information System (NMIS), GFORGE, and other sites as directed.

#### **4.2.6 (U) CIO Action Tracking**

(U) The Contractor shall maintain, modify, update, and use the current NRO Tracking Information and Enterprise Response (TIER) system (provided) to assign, track, and maintain current status concerning all CIO related support actions and activities. The Contractor shall provide weekly status updates to CIO management related to open actions levied upon CIO organization.

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#### **4.2.7 (U) CIO Staff Meeting Support**

(U) The contractor shall provide required support to weekly CIO staff meetings, including but not limited to development of presentation slides, Agendas, minutes, and associated documentation. The products will be provided by the contractor and distributed as directed. The contractor shall serve as a facilitator at CIO meeting and events, as directed.

(U) The contractor shall provide event planning support for CIO hosted/sponsored meetings/activities to include but not limited to program management, logistics/scheduling, facilitation, etc.

(U) The contractor shall provide Secretariat support to various CIO-led boards, panels, and executive-level program reviews. Secretariat duties include agenda development, coordination of presentations and briefings, scheduling, and room/environment preparation, planning and executing dry runs for senior management. The contractor shall ensure that recorded decisions are published to the appropriate communication mechanisms for dissemination purposes.

#### **4.2.8 (U) General Office Support**

(U) Contractor shall serve as focal point for general support to include but not limited to, logistics/space management, property management, on-boarding/off-boarding process (badge and account request), etc.

### **4.3 (U) Planning and Governance Services (CLIN 0005 & 0006)**

(U) The Contractor shall provide expertise/support to Information Technology, Information Assurance, and Information Management policy development, Office of Management and Budget information gathering and reporting, to include but not limited to Federal Information Security Management Act (FISMA), and conducting and concluding the CIO's Management Control Plan.

#### **4.3.1 (U) Policy Development and Coordination**

(U) The Contractor shall facilitate the drafting of NRO Information Technology policy, Spectrum Management policy, and related initiatives, plans, strategies, and programs. Drafting of policy entails collaboration with requisite subject matter experts across the NRO-IT organizations in an effort to establish direction and the crafting of associated policy documentation that conforms to the NRO format standards. The contractor will facilitate review and approval coordination of draft policies leveraging NRO protocols that include formal dissemination via the TIER system and, when required, the orchestration of the NRO Decision Framework process.

#### **4.3.2 (U) NRO Directive (ND) and Instruction Development and Coordination**

(U) The contractor shall facilitate the drafting of IT related NRO directives and instructions that prescribe enabling IT organizations on how policies are to be evoked in NRO business operations. The contractor will work with organizational subject matter experts (SMEs) in drafting directives and instructions and will leverage formal NRO protocol as the means for coordinating review and approval of these artifacts.

#### **4.3.3 (U) Other CIO IT Planning and Governance Related Activities**

(U) The CIO/PGO organization serves as the CIO "clearing house" in the receipt and response drafting and coordination for a myriad of routine and ad hoc tasking, data calls, audits, etc. To facilitate this business function, at a minimum, the contractor shall facilitate policy forums, boards, and working groups as directed. The contractor shall support information collection, and provide requisite updates to the Management Control Plan (MCP) training activities on behalf of the NRO. The contractor interacts with the NRO's Office of Inspector General. The contractor drafts and publishes the Annual Statement of Assurance.

#### **4.3.4 (U) CIO/NRO IT Document Library and Document Management**

(U) The contractor shall maintain an electronic IT Document Library as a means to provide effective storage and retrieval of all policy, directive, and instruction related documentation. In addition, the contractor shall provide routine review and

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updates to baseline documentation relative to subject matter and to ensure compliance with NRO documentation standards.

#### **4.3.5 (U) CIO- Governance Process Oversight**

(U) The contractor shall serve as the facilitator of the CIO's IT Governance Process. This activity includes maintaining and refining the overall IT governance process as it matures in its operation/application, providing committee and subordinate board support that consists of complementary alignment of forum scope/functions, participant/role identification and agenda creation. The contractor also facilitates the conduct of the Information Technology Executive Committee (ITEC) forum and the Information Technology Policy Board (ITPB). As part of the facilitation process, the contractor supports cross board/committee coordination with requisite forum secretariats supporting the ITEC, ITPB, Information Assurance Board (IAB), (b)(3) and the IT Architecture Board (ITAB).

#### **4.3.6 (U) NRO Decision Framework Integration Support**

(U) The contractor shall support the integration of NRO Governance with the higher-order NRO Decision Framework and associated processes. This requires routine engagement with the decision framework processes owners, board secretariats, etc. to ensure proper alignment and timing of NRO Governance events, deliverables, etc. To ensure proper integration, the contractor shall facilitate cross-NRO IT coordination of decision framework process changes with all IT governance process owners and practitioners.

#### **4.3.7 (U) Program Management Framework (PMF) Reference Library Maintenance and Consulting**

(U) The contractor shall maintain a relevant and updated Program Management Framework Reference Library. This activity entails maintenance of the website (currently implemented via SharePoint), maintenance of the document artifacts that compose the library (relevancy to standard industry system/software development methodologies), and maintenance of the computer based training aid(s) that are included as part of the reference library. The contractor shall provide a semi-annual review/update to PMF materials.

#### **4.3.8 (U) Corporate Products List Workflow Management**

(U) The contractor shall serve as the workflow manager in processing customer requests to add commercial hardware and software products to the NRO's Corporate Product List. The contractor shall facilitate technical working group reviews and disposition of product requests and the packaging and briefing of technical working group recommendations/decisions to the ITAB (governance board deemed to own the CPL artifact). The contractor shall manage the CPL workflow and ensure NRO-IT personnel are assigned to appropriate workflow roles by proactively shepherding requests through the process to ensure timely completion. Additionally, as the CPL workflow and artifact is an embedded component within a larger, centralized IT Procurement Process, the contractor shall support the government to ensure requisite integration of CPL processes with the larger procurement process and will represent NRO-IT equities in indentifying, discussing, and implementing new requirements, process changes, etc. into the overall procurement process.

#### **4.3.9 (U) CPIC Support Functions**

(U) Capital Planning and Investment Control (CPIC) activities include selection, control, and evaluation of life cycle phases of IT investment, acquisition and management. The Contractor shall develop and continue to improve an automated structured process to comply with the OMB Information Technology annual reporting requirements. The Contractor shall facilitate the annual generation of comprehensive OMB Circular No. A-11 reports to justify NRO's information technology investments.

#### **4.3.10 (U) NRO IT Investment Portfolio Support Functions**

(U) The contractor shall provide requisite expertise and support to the CIO in establishing and managing (continuously improving) a formal NRO-IT Portfolio Management Process (es) and supporting artifact(s) that enable:

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- Formalized investment review and decision support functions that realize/allocate NRO IT resources into an annual (fiscal year basis) IT investment portfolio
- Formalized investment performance review/management and decision support process/functions that realize routine investment performance (i.e., cost and schedule performance) reviews, investment calibration, and decisions/trades in consideration of/response to new investment starts and stops during annual portfolio execution
- Development and operation of a tool(s) required to enable/facilitate the aforementioned processes and to capture, manage, and exploit (i.e., for decision support/management purposes) requisite detail pertaining to all NRO IT investments
- Facilitation of the aforementioned processes such that all portfolio functions correlate with the appropriate IT Governance (i.e., ITEC) forums; facilitate the incorporation into the IT governance process any required new board (i.e., Investment Review Board) and/or new functions into existing boards that are required to enable portfolio management processes.
- Complementary integration of portfolio functions and information with higher-order federal budget processes and requisite deliverables (i.e., NRO CPIC, (Intelligence Program Objective Memorandum (IPOM), Intelligence Program Budget Submission (IPBS), OMB 53/300 series exercises); and, leveraging portfolio tools/information as a primary means to address formal and ad-hoc IT finance related data calls from the NRO, DNI, OMB, etc.
- Assist with the timely completion of NRO, DNI, and Federal budget functions (routine and ad-hoc) that are inclusive of but not limited to the CPIC, IPOM, IPBS, and 53/300 exercises.

#### **4.3.11 (U) CIO Program Control Functions**

- (U) The contractor shall provide requisite expertise and support to the management of CIO resource analysis, inclusive of:
- Serving as a senior advisor to CIO Program Control Office by collaborating with the Intelligence Community and NRO directorates on identifying budget policies and procedures needed to track NRO IT investments.
  - Ensuring CIO and Information Assurance programs proceed within available resource constraints and remain consistent with goals; and proposing resolutions when deviations are identified.
  - Responding to routine and ad-hoc requests/data calls from higher-order NRO finance organizations, at times requiring the CIO Program Control Staff to effectively and efficiently collaborate with other NRO-IT organizations when deriving NRO IT-wide responses to tasking.
  - Supporting the CIO Program Control Staff in preparing routine and ad-hoc CIO resource analysis, budget plans, status reports, briefings, etc. to the CIO Senior Leadership Team.
  - Assists the NRO Directorates and Offices in developing strategic plans for Directorate/Office identified priority resource targets.

#### **4.3.12 (U) NRO Information Technology Workforce Development and Oversight Program**

- (U) The Contractor shall perform the following IT, IA, and IM workforce development and oversight tasks:
- Develop and maintain Information Technology program management training and skill sets for the NRO
  - Collaborate closely with NRO IA workforce stakeholders to collect and analyze data to assess and report annually the status of NRO's level of workforce certification compliance to DoD8570.01M or any subsequent IT and IA direction for workforce compliance or skills development.
  - Collaborate closely with NRO IA workforce stakeholders regarding NRO enterprise policy and strategy regarding workforce requirements for IA compliance and IT workforce development. Represent NRO as IT, IA, and IM workforce subject matter expert at DoD Information Assurance Workforce Improvement Program and IC forums.
  - Collaborate with National Geospatial Agency (NGA), National Security Agency (NSA), Defense Intelligence Agency (DIA) and other DoD and Intelligence Community organizations to effectively address DoD IT workforce compliance and IT workforce development requirements and/or issues.
  - Coordinate commercial training and workforce development opportunities for the NRO Information Technology workforce to increase IT, IA, and IM skills and level of IA workforce compliance with requirements.

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- Coordinate commercial training and workforce development opportunities for the NRO Information Technology workforce to increase IA skills and level of IA workforce compliance requirements

#### **4.4 (U) Information Technology Architecture Support (CLIN 0007, & 0008)**

(U) Architecture Support functions focus on the development and integration of strategic and architectural artifacts, including standards, to support NRO Enterprise IT systems. Personnel performing IT Architecture functions facilitate the development of IT policies, architecture, and standards relative to creating and maintaining a cohesive IT infrastructure on behalf of the NRO, IC, and DoD as directed by the government.

##### **4.4.1 (U) Enterprise Architecture**

(U) The Contractor shall support development of an Enterprise Architecture (EA) program strategy, implementation, and management. The Contractor shall document the NRO EA baseline architecture, recommend the target EA, and develop the EA roadmap. The Contractor shall identify, capture, maintain, and conduct analyses on EA data, reference models, artifacts, and other EA relevant information. The Contractor shall report status of NRO EA activities and initiatives to ensure the EA program plan is integrated and aligned with existing architectures among NRO Directorates and Offices, the IC, and external agencies as required. Required documentation includes, but is not limited to, IT Strategy, Enterprise Architecture, and Transition Guidance. Higher level documentation, including, but not limited to, the IT Strategy, should be reviewed on a yearly basis for potential updates.

##### **4.4.2 (U) Information Technologies Standards**

(U) The Contractor shall assist in developing and maintaining the information for the Information Technology section of the NRO Standards Document to include IT, IA, IM standards. The Contractor shall review standards selected for use in the IC and DoD. The contractor shall also work with the Standards Focus Groups at NRO to recommend the approval/disapproval of standards to be included in the NRO Engineering and Standards Best Practices Registry (NESBR) for use with program-specific Information Technology Standards profiles and waivers. The Contractor shall assist in adjudicating new standards for inclusion in the baseline and assist in reviewing candidate legacy standards for retirement. The Contractor shall also participate in Technical (Standards) Working Groups as directed by the Government.

##### **4.4.3 (U) Evaluation of Emerging Technology**

(U) The Contractor shall participate on NRO technology assessments and pilots. The Contractor shall conduct assessments on emerging commercial technologies for use within the NRO. The Contractor should be aware of commercial technologies that fall within the technical readiness level (TRL) of 6-8 and have a potential to reach market maturity in 3-5 years. The assessments should focus on solving business and mission requirements. The Contractor shall provide support and research to forums and support industry visits for further analysis of emerging Information technical, Information Assurance, and Information Management technologies.

##### **4.4.4 (U) Acquisition Program Oversight**

(U) The Contractor shall execute and maintain an IT acquisition and development program oversight process to monitor IT acquisition and development efforts. The contractor shall ensure designated and non-designated IT programs are compliant with schedule milestones and are making satisfactory progress in meeting associated technical requirements.

###### **4.4.4.1 (U) Program Operations and Maintenance Oversight**

(U) The Contractor shall support the CIO in improving and executing post-implementation assessment audits of proposed IT systems, products or services once they have become fully operational. The Contractor shall ensure NRO components providing IT systems, products /services, costs, and service-level agreements are evaluated on an annual basis. The Contractor shall make recommendations to the CIO regarding a variety of IT/IA/IM software, hardware, and services to retain, modify, replace, or terminate.

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#### **4.5 (U) Information Assurance (CLIN 0009 & 0010)**

(U) IA functions focus on the development, operation, management, and enforcement of IA capabilities for systems and networks. The contractor personnel performing IA functions shall facilitate the development of IA policies, IA architecture, risk analysis, and vulnerability remediation relative to maintaining an acceptable security posture on behalf of the NRO.

(U) Contractor personnel performing IA functions described in this SOW shall satisfy preparatory and sustained DoD IA training and certification requirements (see DoD 8570.01M). Personnel with privileged access must complete, acknowledge, and sign a "Privileged Access Agreement," a sample of which is shown in Appendix 4, DoD 8570.01M. Directorates & Offices (Ds&Os) may expand the requirements of this agreement to meet their needs.

(U) The contractor personnel shall perform IA duties addressed in this SOW in compliance with DoD 8570.01M that include, but are not limited to the following IA oversight responsibilities:

- Collaborate closely with data owners, information system owners, and users to ensure secure use and operation of information systems (IS) and networks.
- Ensure rigorous application of IA policies, principles, and practices in the delivery of NRO information technology (IT) services.
- Identify IA requirements and potential investment opportunities as part of the IT acquisition and project management development process.
- Assess and direct the implementation of identified corrections (e.g., system patches and fixes) associated with technical vulnerabilities as part of the Information Assurance Vulnerability Management program.
- Provide guidance and direction on the maintenance of configuration control of hardware, systems, and application software.
- Identify and apply the appropriate level of recommended remediation to security anomalies or integrity loopholes such as system weaknesses or vulnerabilities.

##### **4.5.1 (U) Risk Management**

(U) Risk management is a comprehensive process that requires risk identification, assessment, response, coordination and monitoring of risks. Risk management activities take place at every phase in the system development life cycle (SDLC) with the outputs at each phase. The contractor shall support risk management activities at all phases of the SDLC.

##### **4.5.1.1 (U) Applying the Risk Management Framework (RMF)**

(U) The Contractor shall develop, maintain knowledge and expertise concerning Intelligence Community and DoD Directives to include, but not limited to the Intelligence Community Directive 503, Risk Management Framework (RMF) and other associated IC and DoD Directives, Policies, and Standards that affect the RMF steps of Information Assurance categorization, selection, implementation, assessment, authorization, and monitoring NRO systems/networks. The contractor shall provide personnel who can guide; draft and document appropriate system- and network-level risk assessments, support mission-oriented risk assessments and deliver risk-based recommendations to the CIO and supporting staff that account for mission, budget and IA considerations.

(U) The Contractor shall provide technical review and analysis support throughout the six RMF steps, provide technical IA support, document their risk based recommendations, and coordinate all reviews with appropriate stakeholders in support of CIO Authorizing Official (AO)/Delegated Authorizing Official (DAO) responsibilities. The contractor shall participate in the appropriate Systems Engineering/Project Management lifecycle milestones and control gates to ensure IA equities are addressed. The Contractor shall populate and maintain current authorization status of each of the NRO IT assets being tracked in the NRO's corporate assessment and authorization tool (NIEMO or subsequent tool).

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~~UNCLASSIFIED//FOR OFFICIAL USE ONLY~~**4.5.1.2 (U) Cross Domain Support**

(U) The contractor shall provide support to the NRO cross-domain activities, to include but not limited to, ensuring IC and DoD compliance, providing NRO policy subject matter expertise, guidance, and directives. The contractor shall participate in the appropriate internal/external forums to ensure NRO cross-domain equities are being addressed and considered. The Contractor shall support the development of cross-domain strategies, plans, policies, requirements, and development for the NRO in alignment with IC and DoD guidance.

**4.5.1.3 (U) Information Sharing**

(U) The Contractor shall support development of an enterprise wide strategy and implementation approach for information sharing to include key enablers related to data collection and distribution by NRO systems and organizations. The Contractor shall support the development of information sharing strategies, plans, policies, requirements, and development for the NRO that align with IC and DoD guidance. The contractor shall grant access to IC and DoD information sources as directed by the government.

**4.5.1.4 (U) Information Systems Security Engineering/IA Engineering Program**

(U) The Contractor shall support the development and maintenance of enterprise IA requirements; working with the appropriate Directorates/Offices within the NRO to allocate IA requirements to enterprise services, systems, and networks:

- Assist Acquisition Offices to determine and sub-allocate applicable IA requirements; assess the IA implications of changes to the Information Technology (IT) baseline and new IT requirements;
- Recommend and participate in activities that pursue the prevention of repeated vulnerability assessment findings;
- Apply engineering and network management expertise to transform/improve traditional Configuration Management processes/tools to optimize enterprise protection posture.

(U) The contractor will coordinate, establish, and maintain the NRO's official IA requirements and standards; and interface with mission partners and internal/external organizations to collect, translate, and document requirements for IA architecture/systems/segments/components. The Contractor shall assist in developing/coordinating IA acquisition strategies, options, alternatives. The Contractor shall review baseline changes and new requirements to determine IA implications and affect solutions to mitigate resulting risks.

(U) The Contractor shall provide information security systems engineering expertise to assist Acquisition Offices in addressing IA at all phases of the acquisition and project management life cycles, ensuring requirements derivation, vulnerability assessment, solution identification/development are accomplished from an enterprise perspective. The Contractor will develop/adopt standard IA/information systems security engineering and project management processes and integrate them into NRO processes with entry/exit criteria for each life-cycle milestone.

(U) The Contractor shall be responsible for conducting information systems security engineering activities throughout the acquisition and project management lifecycles. The Contractor shall be responsible for capturing and refining information protection requirements and ensures integration into information systems acquisition and information systems development. This activity requires the purposeful review and analysis of system/network security design and/or configuration.

(U) The Contractor shall ensure the integration of security functional requirements into existing acquisition and project management lifecycle phases, milestones, and deliverables using systems engineering principles and methodologies and shall maintain the currency of the IA requirements baseline. The Contractor shall employ best practices to address the implementation of security controls understanding/exercising expert domain knowledge of software engineering methodologies, security engineering principles, and effective coding techniques when coordinating these activities with assessment and authorization stakeholders.

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**4.5.1.5 (U) NRO Privacy Program Support**

(U) The Contractor shall support the CIO as the NRO Privacy Officer and the NRO Privacy Program roles and responsibilities in accordance with applicable laws, regulations, policies and guidance, to include but not limited to: Managing and maintaining the reported list of NRO's Privacy Act Systems of Records (SOR); conducting required reviews of existing and new SORs; reviewing and maintaining NRO Systems of Records Notices (SORNs). This includes publication of new, amended, altered, or retired SORNs; creating and providing Privacy Act Statements to the NRO Forms Management Program and other customers when required; and participating in the development of NRO Privacy Program policies, processes, and forums specific to reporting and handling privacy activities.

**4.5.1.6 (U) NRO Assessment and Authorization Tool**

~~(U//FOUO)~~ The contractor shall populate and maintain the existing NRO Information Enterprise Management Online (NIEMO) database (or future/subsequent tool) containing specific information and status concerning NRO information system assessments and authorization in accordance with Intelligence Community Directive 503 and the applicable NRO Corporate Business Process Instruction. The Contractor shall maintain the tool and provide updated software versions and documentation as necessary. The contractor shall be responsible for maintaining and upgrading the software, as necessary, to include software modifications of version upgrades, new features, and system discrepancies. The government will supply the necessary hardware and software. Any changes to the NIEMO database or any follow-on capability/system shall be managed in accordance with NRO Configuration Control Board procedures.

**4.5.2 (U) Vulnerability Management**

(U) The Contractor shall support CIO's management of the NRO IT Vulnerability Management Lifecycle (VML). The contractor shall coordinate with internal and external stakeholders to establish a vulnerability management program with linkage to the NRO's Information Assurance Investment Program. The Contractor shall assist CIO management in activities and reporting related to appropriate IC and DoD authorities, such as, but not limited to, the US Cyber Command, Intelligence Community-Incident Response Center, and the IC CIO. The contractor shall provide cyber threat analysis and reporting for threats applicable to the NRO and to be used as part of assessment activities.

**4.5.2.1 (U) Vulnerability Identification and Cyber Threat**

(U) The NRO CIO serves as the organization's Senior Risk Executive and is responsible for supporting and managing the resultant risks uncovered during audits, inspections and assessments. The contractor shall assist CIO/CIAO in the execution of the Red Team, a vulnerability assessment activity that tests the accessibility to and protection of NRO networks and systems. These activities are performed under a Special Access Program (SAP). The Contractor shall support the planning, coordination and execution of NRO Red Teaming activities. The Contractor shall provide Ad Hoc hunt teams when directed by the Government.

(U) Contractor shall provide cyber threat analysis and reporting for all known threats applicable to the NRO and assist the CIO/CIAO in the organization of the Cyber Threat Assessment Working Group, an interagency group that evaluates known cyber-related events or condition to determine the threat to the NRO.

**4.5.2.2 (U) Vulnerability Remediation**

(U) The mission of the Enterprise Vulnerability Assessment Remediation (EVAR) process is to manage the execution of the single collaborative, synchronized NRO methodology that coordinates, prioritizes, tracks, mitigates and remediates vulnerabilities that may impact the NRO Enterprise throughout the NRO Vulnerability Management Lifecycle. The Contractor shall use the EVAR process or any subsequent process to analyze, track, and report remediation status for all NRO audits, assessments and inspections.

**4.5.2.3 (U) Network Situational Awareness**

(U) The CIO is responsible for providing consolidated and approved responses to the IC and DoD concerning the deployment and operation of its use of the mandated network mapping tool IPsonar™ (or any subsequent tool) on NRO information systems/networks. The Contractor shall plan, execute and report on the NRO's Network Discovery program

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and its use of IPsonar™ and other automated information technology tools. The Contractor shall provide configuration input and scanning oversight, analyze collected data, generate reports, and make remediation recommendations as a result of the scans.

#### **4.5.3 (U) FISMA and Audit Coordination**

(U) Under the Federal Information Security Management Act (FISMA), the CIO is responsible for preparation of consolidated NRO annual and quarterly reports regarding NRO's reportable information systems and other audit reports as deemed appropriate by the Government.

(U) The contractor shall serve as the NRO's liaison to external FISMA representatives in the DNI's office, other IC agencies as appropriate, and the NRO. The FISMA Coordinator will assist the CIO in ensuring that the NRO is addressing all issues relevant to FISMA and other audit compliance, such as privacy, plans of action and milestones, and Continuity of Operations (COOP). The contractor shall collect, analyze and report information related to applicable NRO systems to verify compliance with reporting requirements to the (IC and DoD).

#### **4.5.4 (U) Information Assurance Program Support**

(U) The Contractor shall prepare, document, and present IA positions, analyses, risk assessments, process improvement opportunities, and studies in oral and written form. The Contractor shall conduct CIO-mandated IA training sessions, as required. The Contractor shall develop Information Assurance related Policy, Corporate Business Process Instructions, NRO Directive and Instructions, Program Plans, Notes, White Papers, and documents to support NRO's Information Assurance program. The Contractor shall support IA governance structures and processes for the conduct of the NRO IA Program.

##### **4.5.4.1 (U) IA Architecture**

(U) The Contractor shall support development and maintenance of an IA Architecture and associated artifacts to support the IT Architecture Strategy and the IC IA Architecture Framework. The Contractor shall document and maintain the NRO IA Architecture Strategy, baseline, technical targets, and develop the IA Architecture roadmap.

(U) The Contractor shall identify, capture, maintain, and conduct analyses on Enterprise Architectural (EA) data, reference models, artifacts, and other EA relevant information to ensure IA Architecture alignment to the IC and DoD architectures as required. The Contractor shall report status of NRO IA architecture activities, and work with the Directorates/Offices within the NRO to ensure integration of the IT/IA/IM architecture.

##### **4.5.4.2 (U) Measurements and Metrics**

(U) The Contractor shall provide support to define, implement, and execute a system of measures and metrics to monitor, track, and report NRO IA compliance. Implementation shall align to the NRO Continuous Monitoring Approach and Strategy. The contractor shall work with the NRO Directorates/Offices, as required, for data collection, analysis, and reporting.

#### **4.6 (U) Information Management Services and System Support (Option CLINs 0013 & 0014)**

(U) The contractor shall provide support to the NRO's Information Management Services Center (IMSC) and the NRO Library. IMSC is responsible for creating, managing, and preserving NRO information while providing the public access to information in accordance with Federal laws and regulations. IMSC consists of two teams, the Information Access and Release Team (IART) and the Information Management Team (IMT). IART activities include 25 Year Declassification, Freedom of Information Act and Privacy Act processing, and prepublication review and guidance. IMT activities include records and information management, forms management, and managing the NRO Records Center. The NRO Library provides research and library services to the NRO population through two physical library branches as well as an electronic presence and service delivery through various NRO networks.

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~~UNCLASSIFIED//FOR OFFICIAL USE ONLY~~**4.6.1 (U) Records and Information Management (RIM) Program Support**

(U) The contractor shall provide support to Records and Information Management (RIM) activities as defined by IMSC's Information Management Team (IMT). In addition, the contractor shall support the administration of IMSC's Information Management Operations Application (IMOA), the IMSC web presence, and the NRO Electronic Records Management Application. Responsibilities include:

- Implement, maintain, and improve NRO's RIM program in accordance with Federal laws and regulations.
- Streamline existing processes and technologies to enable more efficient management and retirement of NRO information.
- Maintain project management methodologies, facilitate and administer project review forums and other meetings as required.
- Provide project management and systems integration support to RIM initiatives.
- Develop innovative solutions to expand existing IMSC technology to enterprise wide applications and processes.
- IMOA administration duties, to include the maintenance of documents, data entry, collection of requirements, and troubleshooting application issues.
- Provide technical expertise and support in the planning and deployment of RIM systems, including requirements identification and validation, application/system testing and troubleshooting, and administration support.

**4.6.2 (U) Forms Program Support**

(U) The contractor shall provide subject matter expert Forms management and design support for the NRO Forms Program. The NRO Forms Program reviews, tracks, and markets the necessary activities and processes to create, maintain, and distribute forms as well as retire obsolete forms in compliance with Federal standards, regulatory requirements, and NRO policies. Responsibilities include:

- Provide web designer services for all forms requested.
- Develop and implement a design or modification display for submitted forms using current forms management databases and perform quality assurance on created forms.
- Provide services such as maintaining an archive of all forms submitted to the Government for online deployment, providing forms specific programming and development.
- Support the investigation and implementation of new forms management technologies for IMSC and NRO customers.
- Perform forms conversion upon direction of the Government Forms Program Lead.

**4.6.3 (U) NRO Records Center (NRC) Support**

(U) The contractor shall support IMSC to ensure the NRC meets Government and commercial standards for facilities and best practices for operating procedures of a National Archives and Records Administration (NARA) approved federal records storage facility. In addition, the Contractor shall support the full scope of records collection and preservation in accordance with the defined processes for records recovery, retirement, and preservation. Responsibilities include:

- Provide guidance to offices in the archiving, preservation, disposition and access to records.
- Ensure the NRC is being managed in compliance with all necessary governmental and commercial records center standards and regulations.
- Assist Historians, Freedom of Information Act (FOIA) Case Officers, and other customers in searching the Information Management Operations Applications (IMOA) system or follow-on system for records needed for their research and then provide the records to them in a timely manner.
- Provide metrics as defined by IMSC management to ensure proper management of the NRC facility.
- Conduct basic inventories of inactive records collections stored in the NRO Records Center for application of the Records Control Schedule and to sort temporary and permanent records.
- Screen and dispose of non-record material and records exceeding their retention life.
- Preserve documents of permanent or historic value utilizing provided materials.

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- Enter all metadata into the records retirement database (IMOA) and Records Processing Tracking DB according to guidelines and procedures defined by the government.

#### **4.6.4 (U) 25 Year Declassification Review Program Support**

(U) The NRO is mandated under E.O. 13526 to comply with the review and declassification of permanent records that are 25 years old or older. This is a rolling order that requires NRO to find and review all 25-year-old records annually. The contractor shall implement, maintain, and improve, as necessary the existing 25 Year Declassification Program in accordance with Federal laws and regulations. Responsibilities shall include but not be limited to the following:

- Support the development of processes to implement pro-active 25 Year Declassification officers in the review and redaction of 25-year-old records.
- Support the daily review of documents coming from multiple venues: FOIA requests, prepublication review requests, and the 25-year old automatic, systematic, and mandatory declassification review programs.
- Support the Declassification Program in responding to referrals from other government agencies (OGA) to the NRO's IART and sending out referrals to other OGAs. This is in keeping with the open government initiative from the President and the general IC collaboration initiatives supported by the DNI.
- Maintain and update the Review and Redaction Guide and other required reports to insure that the NRO is compliant with all requirements and laws to include: NRO's in-house declassification guide, codeword lists and redactor reference tools, and NRO's joint guides with other agencies, i.e. Aerial Assets Guide (USAF, CIA, and NRO).
- Provide subject matter expertise to support the declassification and review of 25-year-old records.
- Implement Quality Control for all 25-year declassification programs and support the Intelligence Community Information Technology Enterprise (ICITE) strategy to "forge strategic partnerships."

#### **4.6.5 (U) Information Access and Release Program Support**

(U) The contractor shall provide support to the Information Access and Release Team (IART). The contractor shall execute, administer, and maintain the Freedom of Information and Privacy Act (FOIA/PA), Mandatory Declassification Review (MDR), and the Pre Publication Review (PPR) programs in accordance with Federal laws and regulations. Responsibilities include:

- Analyze intelligence information and make recommendations for classification/declassification of material.
- Perform first-line quality control review for products leaving the NRO.
- Coordinate and implement search strategies for NRO records.
- Contribute to position papers when General Counsel, EXDIR, or DIR-level decisions are required.
- Identify declassification and information protection issues.
- Provide guidance on information review and release issues
- Coordinate and document information review/release determinations within the NRO and other government agencies.

#### **4.6.6 (U) Library Program Support**

(U) The contractor shall implement, maintain, improve, and expand the existing NRO Library services and provide support to Library activities as defined by the NRO Library management. Responsibilities include:

- Maintain the NRO Library's integrated library system, databases, websites, and all other electronic library services provided by the NRO Library.
- Provide library front desk support during NRO Library core hours.
- Conduct reference interviews and deliver guided research to customers. Initial response shall be within one business day; 95% of complex research requests shall be delivered within one business day of NRO customer-negotiated deadline; the remaining 5% shall be delivered within five business days of NRO customer-negotiated deadline.
- Develop and deliver training on search techniques and NRO Library resources.
- Develop and utilize innovative research techniques that meet the specialized needs of NRO customers.

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- Innovate methods to efficiently deliver open source information such as standards, journal articles, and ebooks to secure networks for NRO customers at all NRO locations. Delivery of 80% of NRO customer-requested material shall be within three business days of customer request; the remaining 20% shall be delivered within five business days of customer request.
- Innovate methods to implement emerging technologies for delivering NRO Library services.
- Support various NRO Library projects, including the preparation of bibliographies, finding aids, research guides, written reports, marketing materials, power point briefings, meeting minutes and agendas.
- Support the selection, cataloging, circulation, inventorying, and weeding of library materials.
- Update and maintain the standard operating procedures for the NRO Library.

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## 5.0 (U) PERSONNEL

### 5.1 (U) General Requirements

(U) The Contractor shall provide the necessary qualified personnel to perform the tasks identified in section 4.0 of this SOW. Labor categories, labor category descriptions and labor category skill levels are described in the NRO IT-IA-IM Labor Category Descriptions document (RFP, Section J, and Attachment 2). The Contractor shall provide the minimum

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key personnel as specified in the SOW. For all other labor, the contractor may propose an alternate labor mix with justification for approval by the COTR.

(U) The Contractor shall be responsible for maintaining the relevant personnel technical skills and shall not charge any associated training costs to the contract. The Government will provide training only for NRO or IC unique courses not otherwise available in the commercial sector.

## **5.2 (U) Key Personnel**

(U) This section identifies the key personnel and specific qualifications. No key personnel substitutions will be approved during the first 12 months of the contract performance period unless required due to an individual's sudden illness, death, or termination of employment.

### **5.2.1.1 (U) Program Manager**

(U) The Program Manager key person shall meet, at a minimum, the standards of a Program Manager Level II with recent and relevant experience in IC IT Government management of a technical discipline and at least five years experience as a Program Manager for an IT program within the IC or NRO. Experience must be with programs of similar size, complexity, and scope and include subcontractor management.

### **5.2.1.2 (U) Policy Lead**

(U) The Policy key person shall meet, at a minimum, the standards of a Policy Analyst Level II with recent and relevant experience in Government policy development. The policy key person shall be experienced working with senior Government managers (IC/DNI CIOs) on policy development. Key personnel must demonstrate a high-degree of proficiency with respect to organizational, writing, interpersonal communication, and meeting facilitation skills.

### **5.2.1.3 (U) Capital Planning and Investment Control (CPIC) and IT Portfolio Management Lead**

(U) The CPIC/IT Portfolio Management key person shall meet, at a minimum, the standards of a Portfolio Management Analyst Level II with recent and relevant experience in a business/finance/information technology, and CPIC disciplines with applied experience in leading enterprise portfolio management functions. This individual shall demonstrate outstanding organizational and communication skills and be adept in working with senior Government personnel on CPIC related matters, be adept in the application of enterprise portfolio management principles, tools, and techniques, and have applied experience in the federal budget planning and execution processes.

### **5.2.1.4 (U) Resource Analyst Lead**

(U) The Resource Analyst key person shall meet, at a minimum, the standards of a Resource Analyst Level IV with recent and relevant experience in IC and/or Government resource analysis with respect to providing strategic/programmatic guidance, preparing supporting documentation for budget exercises, supplemental submissions, and reprogramming. Interaction with Intelligence Community (IC), Office of Management and Budget (OMB), and Congressional officials is common. The key person requires outstanding organizational and communication skills; and must demonstrate high-degree of proficiency with respect to NRO budget formulation and execution disciplines.

### **5.2.1.5 (U) Information Technology Architecture Lead**

(U) The IT Technology key person shall meet, at a minimum, the standards of a Enterprise Architect Level III with recent and relevant IC or Government experience in one or more IT architecture-related disciplines. The lead shall have experience with technology insertion. The key person shall be experienced working with senior Government managers on

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architecture issues. The key person must demonstrate a high-degree of proficiency with respect to organizational and communication skills.

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5.2.1.7 (U) *Information Assurance Leads*

(U) The IA key personnel shall meet, at a minimum, the standards and certifications of an Information Assurance Manager Level III with recent and relevant IC, DoD, or Government experience in Information Technology, Information Assurance (IA), or Information Security, related fields, or IA disciplines. The key personnel shall have demonstrated, recent, and relevant experience working with senior Government managers on IA issues. The key personnel must demonstrate a high-degree of proficiency with respect to organizational and communication skills.

(U) Multiple key personnel are required for information assurance as follows:

- Information Assurance System Integration Lead
- Authorization lead for each (b)(3) 10 U.S.C. 424 sites in the (b)(3) 10 U.S.C. 424 and NRO Westfields (Virginia).
- Vulnerability System Integration Lead
- Information Security System Engineer Lead

5.2.1.8 (U) *Review and Redaction Lead*

(U) The Review and Redaction key person shall meet at a minimum the standards of an Information Management Review and Release Analyst level II with relevant experience as an IC Program or Project Manager, IC Systems Engineer, or Historian for IC Programs. The Review and Redaction Lead shall be proficient working in a Microsoft Windows environment and using Microsoft Office.

5.2.1.9 (U) *Information Review and Release Lead*

(U) The Review and Release key person shall meet at a minimum the standards of an Information Management Review and Release Analyst level II with relevant experience as an Intelligence Analyst. The Information Review and Release Lead shall be proficient working in a Microsoft Windows environment and using Microsoft Office.

5.2.1.10 (U) *Technical Records and Information Management (RIM) Lead*

(U) The RIM key person shall meet at a minimum the standards of an Information Management Technical Analyst level II with recent and relevant experience supporting IT Project Management activities. Relevant experience must include three years of RIM support as well as managing and administering a large database. At a minimum, education must include a bachelor degree in computer science or a related field.

(U) In addition, the RIM Lead shall be proficient working with Microsoft Project, SharePoint, and Microsoft Office applications.

5.2.1.11 (U) *Reference Librarian*

(U) The Reference Librarian key person shall meet at a minimum the standards of an Information Management Technical Analyst level II. Education must include a master degree in Library Science or a related degree from an American Library

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Association (ALA) accredited school. Experience must be recent and include at least three years supporting reference and research in a library as well as using an Integrated Library System.

(U) The Reference Librarian Lead shall be proficient working in a Microsoft Windows environment and using Microsoft Office.

### **5.3 (U) Special Instructions for Non-Key Personnel**

(U) The Contractor shall comply with the additional personnel requirements as described in this section.

#### **5.3.1 (U) Policy**

(U) Personnel performing Policy functions per SOW paragraph 4.3.1 shall have expertise and competencies relevant to Policy development.

(U) Desired disciplines or knowledge domains include, but is not limited to:

- NRO, DNI, and DoD policy
- Process development and mapping
- IT-related laws and regulations

#### **5.3.2 (U) Capital Planning and Investment Control (CPIC)**

(U) Personnel performing CPIC functions per SOW paragraph 4.3.9 shall have a Bachelors Degree or the equivalent experience, training, or other evidence of expertise and competency to support the CPIC mission.

(U) Disciplines or demonstrated domain knowledge are required for the following, to include, but not limited to:

<ul style="list-style-type: none"> <li>• Portfolio management (required – team aggregate)</li> <li>• Statistical analysis (desired – team aggregate)</li> <li>• IT Investment Management (ITIM) (required – team aggregate)</li> <li>• Federal, DNI, and DoD budget and acquisition processes (required – team aggregate)</li> <li>• OMB Exhibit 53 development and reporting (required – team aggregate)</li> <li>• OMB Exhibit 300 development and reporting (required – team aggregate)</li> <li>• Require knowledge and experience in the use of several financial systems (both manual and automated) that enable NRO financial business processes and practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to analyze financial and budget reports (required – team aggregate)</li> <li>• CPIC processes (required – team aggregate)</li> <li>• Earned Value Management (desired – team aggregate)</li> <li>• Microsoft Excel (required – team aggregate)</li> </ul>
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#### **5.3.3 (U) NRO Workforce Enhancement and Oversight Program**

(U) Personnel performing NRO Workforce Enhancement and Oversight Program functions per SOW paragraph 4.3.12 shall have a Bachelors Degree or the equivalent experience and training or other evidence of expertise and competency in information assurance-related disciplines.

(U) Contractor required experience shall include relevant demonstrated domain knowledge of appropriate categories below.

- Fully understands certification requirements and compliance to DoD8570.01M or any subsequent IT, IA, and IM direction for workforce compliance or skills development.

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- Knowledgeable of NRO enterprise policy and strategy regarding workforce requirements for IT, IA, and IM compliance requirements; relevant understanding of the Intelligence Community and DoD requirements
- Effective and demonstrable communication skills; proficiency with Microsoft Office Suite to include Sharepoint
- Proven skills in data management, data analysis and the ability to translate findings into strategic recommendations.

#### 5.3.4 (U) Information Technology Architecture

(U) Personnel performing work Information Technology Architecture functions per SOW paragraph 4.4 shall have a Bachelors Degree or the equivalent experience and training, or other evidence of expertise and competency in performing the Enterprise Architecture disciplines.

~~(U//FOUO)~~ Required disciplines or demonstrated and relevant domain knowledge are required for the following, to include, but not limited to:

<ul style="list-style-type: none"> <li>• Federal Enterprise Architecture (FEA) including Reference Models (Service Component, Technical, Business, Performance, and Data)</li> <li>• DoD Architecture Framework (DoDAF)</li> <li>• DNI Architecture</li> <li>• IT Standards Development</li> <li>• IPv6</li> <li>• Information Sharing</li> <li>• Metadata</li> <li>• NRO ground systems</li> </ul>	<ul style="list-style-type: none"> <li>• Service-Oriented Architecture (SOA)</li> <li>• Virtualized Networks</li> <li>• Network engineering</li> <li>• Software development</li> <li>• Security engineering</li> <li>• Enterprise architecture repository and architectural model maintenance, using the tool selected by the Government</li> <li>• Risk analysis</li> <li>• System Engineering</li> <li>• Project Management</li> </ul>
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#### 5.3.5 (U) Information Assurance

(U) Personnel performing IA functions must satisfy preparatory and sustained DoD IA training and certification requirements (see DoD 8570.01M). Personnel with privileged access must complete, acknowledge, and sign a "Privileged Access Agreement," a sample of which is shown in Appendix 4, DoD 8570.01M.

(U) Personnel performing functions for Information Assurance per SOW paragraph 4.5 shall have a Bachelors Degree and the equivalent experience, required certification and training, or other evidence of expertise and competency in information assurance-related disciplines. The Contractor shall be able to obtain the required certifications within 6 months of entry on duty.

(U) Experience should include demonstrated and relevant domain knowledge appropriate to supporting a cyber mission. Desired disciplines or demonstrated and relevant domain knowledge are required for the following, to include, but not limited to:

<ul style="list-style-type: none"> <li>• DoD 8570.1.M</li> <li>• ICD 503</li> <li>• Risk analysis</li> <li>• NIST Special Publication 800-53</li> <li>• NRO IA Standard Document</li> <li>• Assessment and Authorization processes</li> <li>• Cross Domain Technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Information Technology Virtualization/Virtualized Networks</li> <li>• Cloud Computing Technologies</li> <li>• Continuity of Operations, including exercise planning</li> <li>• Security architectures</li> <li>• Security engineering</li> </ul>
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<ul style="list-style-type: none"> <li>• DNI, DoD, and NRO information security processes</li> <li>• DCID 6/3</li> <li>• IPsonar™</li> <li>• Computer Network Defense</li> </ul>	<ul style="list-style-type: none"> <li>• Network security</li> <li>• Application security</li> <li>• Cryptography, including Public Key Infrastructure</li> <li>• Network and Systems engineering</li> </ul>
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### **5.3.6 (U) Information Management Services and System Support (Option CLINs 0013 & 0014)**

#### **5.3.6.1 (U) Records and Information Management (RIM) Program Support**

(U) Personnel performing functions for Records and Information Management Program Support per SOW paragraph 4.6.1 shall have a Bachelor Degree in Business, Computer Science, Information Sciences or the equivalent experience IAW the equivalency chart in RFP, Atch 2. Personnel shall also have evidence of expertise and competency in performing technical RIM activities and shall be proficient working with Microsoft Project, SharePoint, and Microsoft Office applications.

#### **5.3.6.2 (U) Forms Program Support**

(U) Personnel performing functions for Forms Support per SOW paragraph 4.6.2 shall have a Bachelor Degree in Computer Science or related field and experience IAW the equivalency chart in RFP, Atch 2 with forms design for an agency or organization. Personnel shall have evidence of expertise and competency in Microsoft SharePoint workflow design and general web page design.

#### **5.3.6.3 (U) NRO Records Center (NRC) Support**

(U) Personnel performing functions for NRC Support per SOW paragraph 4.6.3 shall have a Bachelor Degree or the equivalent experience IAW the equivalency chart in RFP, Atch 2, or other evidence of expertise and competency in performing information management and archiving activities. Personnel shall be proficient working in a Microsoft Windows environment and using Microsoft Office and have the ability to climb and operate a moveable warehouse staircase and lift thirty-five pound boxes.

#### **5.3.6.4 (U) 25 Year Declassification Review Program Support**

(U) Personnel performing functions for 25 Year Declassification Review Program Support per SOW paragraph 4.6.4 shall have a Bachelor Degree or the equivalent experience IAW the equivalency chart in RFP, Atch 2 and evidence of expertise and competency in performing IC review and redaction activities. Personnel shall be proficient working in a Microsoft Windows environment and using Microsoft Office.

#### **5.3.6.5 (U) Information Access and Release Program Support**

(U) Personnel performing functions for Information Access and Release Program Support per SOW paragraph 4.6.5 shall have a Bachelor Degree or the equivalent experience IAW the equivalency chart in RFP, Atch 2 and evidence of expertise and competency in performing IC review and release activities. Personnel shall be proficient working in a Microsoft Windows environment and using Microsoft Office.

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5.3.6.6 (U) *Library Program Support*

(U) Personnel performing functions for Library Program Support per SOW paragraph 4.6.6 shall have a Master Degree in Library Science (MLS) or related field from an American Library Association (ALA) or a Bachelor Degree in Computer Science, Information Systems or a related field with equivalent experience supporting library information technology. Personnel shall be proficient working in a Microsoft Windows environment and using Microsoft Office.

5.3.6.7 (U) *Graphics Support*

(U) Personnel performing functions for Graphic Support per SOW paragraph 4.2.4 shall possess education, demonstrated proficiency and experience with the following applications. Application includes, but is not limited to: Microsoft PowerPoint, SharePoint, Microsoft Visio, Adobe Illustrator, and Adobe Photoshop.

5.3.6.8 (U) *Internet Technologies*

(U) Personnel performing functions for Internet Technologies per SOW paragraph 4.2.5 shall possess education, proficiency, and demonstrated experience in internet technologies such as:

- Common look and feel design, to include user interface standards, such as links, layout, and fonts; content types such as mashups, videos, sound, graphics; file format types such as JPEG and various MPEG standards.
- Development standards, to include web pages using HTML, ASP/X, PHP, JSP, Cold Fusion, cascading style sheets, and dynamic content (JavaScript, AJAX)
- Content Management, such as wikis, blogs, and Microsoft products such as SharePoint.

## 6.0 (U) SECURITY

~~(U//FOUO)~~ The Government will exercise full and complete control over granting, denying, withholding, or terminating security clearances for contractor employees. All personnel assigned to work on the contract shall be United States citizens. All personnel assigned to work on the contract shall have, at a minimum, a TOP SECRET SCI Access (TS/SI/TK), and will be subject to a Counter-Intelligence (CI) polygraph.

(U) All classified work for this effort will take place within NRO facilities or NRO accredited SCIF spaces that comply with NRO-approved physical, technical, personnel, communications, and information assurance and security policies and guidelines. NRO Mission Information System and secure phone connectivity is GFE.

(U) Security guidance for this program shall be in accordance with the compliance documents identified in Appendix B. The Contractor shall comply with NRO security requirements to ensure proper security issues are addressed and security approval is obtained.

## 7.0 (U) PLACE OF PERFORMANCE

~~(U//FOUO)~~ The primary place for performance of this effort will be at the NRO Headquarters Westfields Facilities in Chantilly, VA, or as agreed to by the Government. The Contractor personnel may be located in various spaces inside the NRO's Westfield facility or other Government provided facilities in the Northern Virginia area.

(U) The Contractor shall provide a number of personnel and conduct business at the following locations as directed by the Government.

- NRO Headquarters Westfields Facilities in Chantilly, VA (b)(3) 10 U.S.C. 424
- (b)(3) 10 U.S.C. 424

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- (b)(3) 10 U.S.C. 424
- (b)(3) 10 U.S.C. 424 site in (b)(3) 10 U.S.C. 424

(U) The Government will provide the following at Government provided facilities: office space, office furnishings, telecommunication support (commercial services, and secure facsimile access); computers; secure storage facilities and containers; and office supplies commensurate with the accomplishment of the tasks contained in this SOW. Allocation of these resources for Contractor personnel will be in accordance with the individual task descriptions. The office space provided by the Government at the NRO Headquarter Westfields Facility has the seating capacity for approximately (b)(3) 10 U.S.C. 424 contractor personnel. With the exception of the (b)(3) 10 U.S.C. 424 identified above, the remaining contractor personnel will be required to work at a contractor SCIF facility within a 15-mile radius of the NRO Headquarters Westfields Facility in Chantilly, Virginia.

### **7.1 (U) Place of Performance for Information Management Services and System Support (Option)**

(U//FOUO) The primary place for performance of this effort will be at the NRO Headquarters Westfields Facilities in Chantilly, VA, or as agreed to by the Government. The Contractor personnel may be located in various spaces inside the NRO's Westfield facility or other Government provided facilities in the Northern Virginia area. The number of contractor personnel is approximately 424 seats.

### **8.0 (U) PERIOD OF PERFORMANCE**

(U) The contract consists of a two-year base and three (3) one year options for a total contract period of (5) five years. The initial Period of Performance is expected to be 1 December 2012 – 30 November 2014.

### **9.0 (U) TRAVEL**

(U) Contractor personnel shall travel, when necessary, to fulfill the tasks of this SOW. All travel will be pre-coordinated and approved by the COTR or other designated government person prior to the commencement of travel. All travel, whether foreign or domestic, will conform to the Joint Federal Travel Regulations (JFTR) in effect at the time the travel is performed. Travel will not be reimbursed above an amount allowable by JFTR.

### **10.0 (U) GOVERNMENT FURNISHED EQUIPMENT AND INFORMATION**

(U) Title to any Contractor Acquired Property procured under this effort shall remain vested with the Government. The Contractor Acquired Property is considered accountable Government property. The Contractor will comply with FAR Part 45, NAM Part 45, and NRO property policies and procedures as applicable in acquiring, using, transferring, accounting for, and managing such property.

(U) The Government will provide the Government Off-The-Shelf (GOTS) specific applications and current data for the applications residing on the workstations, and other tools currently in use within CIO. This includes, but not limited to: NIEMO, secure/unclassified telephones, calendars, which are normally available on the NRO Management Information System. Any changes to the NIEMO database or any follow-on capability/system will be Government-owned.

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~~UNCLASSIFIED//FOR OFFICIAL USE ONLY~~**11.0 (U) DELIVERABLES**

(U) The Contractor shall provide copies of all program documentation produced as a result of this effort. The Government, prior to publication, will approve the format and content of all documentation. The Contractor shall maintain master copies of all documentation. In addition to the specified deliverables, the Contractor shall provide briefings, documentation and reviews, as required in performance of the tasks described in this SOW. Technical deliverables shall contain no proprietary data. Any other deliverables that may contain proprietary data shall be marked appropriately.

(U) The Contractor shall have the capability to provide, on demand, any products produced under this contract as hardcopy published reports and briefings, on CD-ROM, in fully editable softcopy in formats compatible with the NMIS, CWAN, INTELINK, SCMIS, UMIS, or in a fully editable softcopy format fully compatible with the NRO Video Design Center.

(U) The Contractor shall coordinate all deliverables, whether originated by the contractor or requested by the Government (exclusive of invoices for contract payment) with the COTR prior to delivery to verify the correct format, distribution, and number of copies.

ID	Description	SOW Paragraph	Due	Format
001	Contract Status Review	4.1	Weekly	Contractor discretion
002	Program Management Review	4.1.1	Quarterly	Contractor discretion
003	Contract Funds Status Report (CSFR)	4.1.2	IAW CDRL	NRO NAM EXCEL format
004	Staffing Plan	4.1.4	IAW CDRL	NRO approved format
005	Contract Program Management Plan (CPMP)	4.1.6	Draft due with proposal  Final due 30 days after contract start and annually for review	Contractor discretion
006	Incoming Program Transition Plan	4.1.7.1	Initial with Proposal and final Due 15 days after contract start.	Contractor discretion
007	Outgoing Program Transition Plan	4.1.7.2	Draft due 179 days after contract start. 2 <sup>nd</sup> Draft due as directed by Government Final due within 15 calendar days of notification.	Contractor discretion
008	Data Ascension List (DAL)	4.1.8	60 days after contract start. Annually after that.	Contractor discretion
009	Organizational Conflict of Interest Plan	Basic Contract	Deliver with Proposal, update as needed (i.e. new subcontractor) and recertification annually	Contractor discretion
010	Cost Efficiency Performance Plan	4.1.9	Deliver with Proposal Semi-Annual	Contractor discretion
011	IT/IA/IM Data Collection	4.1.5	Quarterly	NRO approved format
012	IM Weekly Activity Report	4.1.6	Weekly	Contractor discretion

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~~UNCLASSIFIED//FOR OFFICIAL USE ONLY~~**APPENDIX A: (U) ACRONYM LIST**

ADNI	Associate Director of National Intelligence
AO	Authorizing Official
CAAS	Contract Advisory and Assistance Services
CAR	Customer Acceptance Review
CBPI	Corporate Business Process Instruction
CDRL	Contract Data Requirements List
CFSR	Contract Funds Status Reports
CIA	Central Intelligence Agency
CIAO	Composite Information Assurance Office
CIO	Chief Information Officer
CLIN	Contract Line Item Number
CPMP	Contract Program Management Plan
CWAN	Contractor Wide Area Network
CO	Contracting Officer
CONOPS	Concept of Operations
COTR	Contracting Officer's Technical Representative
COTS	Commercial Off-The-Shelf
CPIC	Capital Planning and Investment Control
DAO	Designated Authorizing Official
DCID	Director of Central Intelligence Directive
DNRO	Director, National Reconnaissance Office
DOD	Department of Defense
EA	Enterprise Architecture
FAR	Federal Acquisition Regulation
FEA	Federal Enterprise Architecture
FFRDC	Federally Funded Research and Development Center
FISMA	Federal Information Security Management Act
FTE	Full Time Equivalent
GFE	Government Furnished Equipment
GOTS	Government Off-The-Shelf
GWAN	Government Wide Area Network
IA	Information Assurance
IAVA	Information Assurance Vulnerability Alert
IC	Intelligence Community
ICIRC	Intelligence Community Incident Response Center
IM	Information Management
IS	Information System
ISSE	Information Systems Security Engineer
IT	Information Technology
ITA	IT Architecture Group
JWICS	Joint Worldwide Intelligence Communications System
MCP	Management Control Plan
NDA	Non-Disclosure Agreement
NIEMO	NRO Information Enterprise Management Online

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NMIS	NRO Management Information System
NRO	National Reconnaissance Office
NROD	NRO Directive
NROI	NRO Instruction
ODC	Other Direct Costs
OCI	Organizational Conflict of Interest
CIO	Office of the Chief Information Officer
OMB	Office of Management and Budget
PKI	Public-Key Infrastructure
PMR	Program Management Review
SAP	Special Access Program
SCI	Sensitive Compartmented Information
SETA	System Engineering and Technical Assistance
SOA	Service-Oriented Architecture
SOW	Statement of Work
TBD	To Be Determined
TBR	To Be Reviewed

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~~UNCLASSIFIED//FOR OFFICIAL USE ONLY~~**Appendix B. (U) References:****COMPLIANCE:****(U) Intelligence Community Directive (ICD)**

- Executive Order 12958: Classified National Security Information, 23 Mar 2003
- ICD 503, IC Information Technology Systems Security Risk Management, Certification and Accreditation, 15 Sept 2008
- ICD 704, Personnel Security Standards and Procedures Governing Eligibility for Access to Sensitive Compartmented Information and other Controlled Access Program Information, 01 October 2008
- ODNI IC Policy Memorandum (ICPM) #2006-700-2
- ODNI IC Policy Memorandum (ICPM) #2006-700-7

**(U) NRO**

- AIS Security Implementation Manual (AISSM), 18 Feb 1994
- NISPOM, National Industrial Security Program Operating Manual, 25 Feb 2006 and Supplement, Feb 1995
- NISPOM Chapters 1-11, 28 Feb 2006
- NISPOM Appendix A, Cognizant Security Office Information 28 Feb 2006
- NISPOM Appendix B, International Visits Standard Request for Visit Format 28 Feb 2006
- NISPOM Appendix C, Definitions, 28 February 2006
- NRO Certification and Accreditation (C&A) for Information Systems, Version 3.0, 30 June 2005
- NRO C&A Process, Attachment 1
- NRO C&A Process Attachment 2
- NRO C&A Process, Attachment 3
- NRO CIO Note Number 2005-38, Internet Protocol Requirements version 6 (IPv6), 17 Nov 2005
- NRO Classification Guide, Version 6.0, Rev 10 June 2009
- NRO COO Configuration Management Procedure (CCMP), 25 Nov 2008
- NRO COO Lifecycle Readiness Procedure (CLRP), 3 April 2009
- NRO COO Management Plan (COO MP), 21 March 2008
- NRO COO Systems Engineering Management Plan (COO SEMP), 25 March 2008
- NRO Enterprise Requirements, Standards, and Best Engineering Practices Repository (NESBR) Baseline Report, 23 April 2009
- NRO Facilities Standards Handbook, 25 June 2008
- NRO Personnel Security Instruction (PSI) Manual, September 2009
- NRO Security Manual, Version 2.0, 25 Sep 2007
- NRO Standards Document, V3.0, 13 Nov 2007
- NROD 30-04B, Use of Advisory & Assistance Services, 22apr 2003
- NROD 50-10a, Portable Electronic Devices, 17 Sep 2003
- NROD 50-12a: Use of "For Official Use Only" Dissemination Control Marking, 18 Aug 2006
- NROD-61-1A, NRO Internet Policy, 28 Mar 2001

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- (U) IT-IA-IM Corporate Business Process dated 30 April 2009
- (U) IT Policy Instruction 50-0 dated 13 July 2010
- (U) IT-IA-IM IT Strategy Instruction 50-1A dated 22 June 2009
- (U) IT-IA-IM Enterprise Architecture Strategy Instruction 50-1B dated 22 June 2009
- (U) IT-IA-IM IT Architecture Instruction 50-1C dated 22 June 2009
- (U) IT-IA-IM Data Architecture Instruction 50-1D dated 22 June 2009
- (U) IT-IA-IM Service Design-Capacity Management Instruction 50-1F dated 22 June 2009
- (U) IT-IA-IM Service Design-Availability Management Instruction 50-1G dated 22 June 2009
- (U) IT-IA-IM Service Design-Continuity Management Instruction 50-1H dated 22 June 2009
- (U) IT-IA-IM Service Financial Management Instruction 50-1I dated 22 June 2009
- (U) IT-IA-IM Service Level Management Instruction 50-1H dated 22 June 2009
- (U) IT-IA-IM Service Provisioning Instruction 50-1K dated 22 June 2009
- (U) IT-IA-IM Identify Management-Enterprise Identity Instruction 50-2A dated 22 June 2009
- (U) IT-IA-IM Identify Management-Privileged User Instruction 50-2B dated 22 June 2009
- (U) IT-IA-IM Enterprise Defense-Countermeasures Instruction 50-2D dated 22 June 2009
- (U) IT-IA-IM Enterprise Defense-Cyber Incident Response Instruction 50-2E dated 22 June 2009
- (U) IT-IA-IM Enterprise Defense-Vulnerability Assessment Instruction 50-2F dated 22 June 2009
- (U) IT-IA-IM FISMA Instruction 50-2G dated 22 June 2009
- (U) IT-IA-IM IA Reporting Instruction 50-2H dated 22 June 2009
- (U) IT-IA-IM (b)(3) 10 U.S.C. 424
- (U) IT-IA-IM Privacy Assessment Instruction 50-3B dated 22 June 2009
- (U) IT-IA-IM Certification and Accreditation Instruction 51E-1 dated 31 March 2011
- (U) IT-IA-IM Compliance Reporting-Remediation Plan Process Instruction 53D-2 7 July 2010
- (U) IT-IA-IM External Compliance Monitoring and Reporting Instruction 53D-3 no date
- (U) DNRO Letter of Instruction to CIO dated 3 Nov 2011
- (U) IT/IA/IM Labor Category Document dated 26 Jan 2012

**(U) CIO**

- (U) IT Target Description Briefing dated June 2010
- (U) IT Services Enterprise Strategy Version 1.0 Briefing dated Jun 2011
- (U) NRO IA Domain Architecture Description Briefing dated Nov 2010
- (U) IA Domain Technical Roadmap Briefing dated Nov 2010

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