

SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEM <small>OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, & 30</small>				1. REQUISITION NUMBER CSD-12-0047		PAGE OF 1 18	
2. CONTRACT NO. GS-10F-0032W		3. AWARD/EFFECTIVE DATE 04/25/2012	4. ORDER NUMBER HSSCCG-12-F-00200		5. SOLICITATION NUMBER HSSCCG-12-Q-00341		6. SOLICITATION ISSUE DATE 03/27/2012
7. FOR SOLICITATION INFORMATION CALL:		a. NAME Amanda Steinhour		b. TELEPHONE NUMBER (No collect calls) 802-872-4511		8. OFFER DUE DATE/LOCAL TIME	
9. ISSUED BY USCIS Contracting Office Department of Homeland Security 70 Kimball Avenue South Burlington VT 05403			CODE CIS	10. THIS ACQUISITION IS <input checked="" type="checkbox"/> UNRESTRICTED OR <input type="checkbox"/> SET ASIDE: % FOR: <input type="checkbox"/> SMALL BUSINESS <input type="checkbox"/> EMERGING SMALL BUSINESS NAICS: <input type="checkbox"/> HUBZONE SMALL BUSINESS <input type="checkbox"/> SOLE SOURCE SIZE STANDARD: <input type="checkbox"/> SERVICE-DISABLED VETERAN-OWNED SMALL BUSINESS <input type="checkbox"/> 8(A)			
11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED <input type="checkbox"/> SEE SCHEDULE		12. DISCOUNT TERMS Net 30		13a. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700) <input type="checkbox"/>		13b. RATING	
15. DELIVER TO DEPARTMENT OF HOMELAND SECURITY CITIZENSHIP & IMMIGRATION SERVICES CUSTOMER SERVICE DIRECTORATE 111 MASS AVENUE NW, SUITE 6000 WASHINGTON DC 20529		CODE DHS	16. ADMINISTERED BY USCIS Contracting Office Department of Homeland Security 70 Kimball Avenue South Burlington VT 05403	CODE CIS		14. METHOD OF SOLICITATION <input type="checkbox"/> RFQ <input type="checkbox"/> IFB <input type="checkbox"/> RFP	
17a. CONTRACTOR/OFFEROR IDEO LLC 100 FOREST AVE PALO ALTO CA 943011612		CODE 	FACILITY CODE	18a. PAYMENT WILL BE MADE BY Send all Invoices to: Adrienne.Diggs@dhs.gov AND Amanda.Steinhour@dhs.gov		CODE DFC	
TELEPHONE NO.				17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER <input type="checkbox"/>			
				18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a UNLESS BLOCK BELOW IS CHECKED <input checked="" type="checkbox"/> SEE ADDENDUM			
19. ITEM NO.	20. SCHEDULE OF SUPPLIES/SERVICES			21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT
0001	DUNS Number: PERIOD OF PERFORMANCE: 120 DAYS AFTER ISSUANCE OF NOTICE-TO-PROCEED AAP Number: 201200628 DO/DPAS Rating: NONE Customer Service Delivery Model and Improvement Plan as required in the attached Statement of Objectives. Accounting Info: Continued ... <i>(Use Reverse and/or Attach Additional Sheets as Necessary)</i>						 (b)(4)
25. ACCOUNTING AND APPROPRIATION DATA See schedule						28. TOTAL AWARD AMOUNT (For Govt. Use Only) 	
<input type="checkbox"/> 27a. SOLICITATION INCORPORATES BY REFERENCE FAR 52.212-1, 52.212-4, FAR 52.212-3 AND 52.212-5 ARE ATTACHED. ADDENDA <input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED.				<input checked="" type="checkbox"/> 27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4, FAR 52.212-5 IS ATTACHED. ADDENDA <input type="checkbox"/> ARE <input checked="" type="checkbox"/> ARE NOT ATTACHED.			
<input type="checkbox"/> 28. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN COPIES TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY ADDITIONAL SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED HEREIN.				<input checked="" type="checkbox"/> 29. AWARD OF CONTRACT REF. _____ OFFER DATED 04/04/2012. YOUR OFFER ON SOLICITATION (BLOCK 5), INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN, IS ACCEPTED AS TO ITEMS:			
30a. SIGNATURE OF OFFEROR/CONTRACTOR				31a. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER) 			
30b. NAME AND TITLE OF SIGNER (Type or print)		30c. DATE SIGNED		31b. NAME OF CONTRACTING OFFICER (Type or print) Amanda K. Duquette		31c. DATE SIGNED 04/25/2012	

19. ITEM NO.	20. SCHEDULE OF SUPPLIES/SERVICES	21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT
	ADMIN00 000 EX 40-01-00-000 25-00-0000-00-00-00-00 GE-25-37-00 000000 Funded: [REDACTED] Accounting Info: (b)(4) INFR000 C02 EX 40-01-00-000 25-00-0000-00-00-00-00 GE-25-37-00 000000 Funded: [REDACTED] (b)(4)				(b)(4)
0002	Other Direct Costs: Travel Estimate, Not-to-Exceed Amount of [REDACTED] Accounting Info: INFR000 C02 EX 40-01-00-000 25-00-0000-00-00-00-00 GE-21-00-00 000000 Funded: [REDACTED] (b)(4)	1	LO		
1001	Customer Service Delivery Model and Improvement Plan as required in the attached Statement of Objectives. (b)(4) Amount: [REDACTED] Option Line Item) Anticipated Exercise Date:05/13/2013	1	LO		
1002	Other Direct Costs: Travel Estimate, Not-to-Exceed Amount of [REDACTED] (b)(4) Amount: [REDACTED] Option Line Item) Anticipated Exercise Date:05/13/2013	1	LO		
Continued ...					

32a. QUANTITY IN COLUMN 21 HAS BEEN RECEIVED INSPECTED NOTED: ACCEPTED, AND CONFORMS TO THE CONTRACT, EXCEPT AS

32b. SIGNATURE OF AUTHORIZED GOVERNMENT REPRESENTATIVE		32c. DATE	32d. PRINTED NAME AND TITLE OF AUTHORIZED GOVERNMENT REPRESENTATIVE		
32e. MAILING ADDRESS OF AUTHORIZED GOVERNMENT REPRESENTATIVE			32f. TELEPHONE NUMBER OF AUTHORIZED GOVERNMENT REPRESENTATIVE		
			32g. E-MAIL OF AUTHORIZED GOVERNMENT REPRESENTATIVE		
33. SHIP NUMBER	34. VOUCHER NUMBER	35. AMOUNT VERIFIED CORRECT FOR	36. PAYMENT	37. CHECK NUMBER	
<input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL			<input type="checkbox"/> COMPLETE <input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL		
38. S/R ACCOUNT NUMBER	39. S/R VOUCHER NUMBER	40. PAID BY			
41a. I CERTIFY THIS ACCOUNT IS CORRECT AND PROPER FOR PAYMENT			42a. RECEIVED BY (Print)		
41b. SIGNATURE AND TITLE OF CERTIFYING OFFICER		41c. DATE	42b. RECEIVED AT (Location)		
			42c. DATE REC'D (YY/MM/DD)	42d. TOTAL CONTAINERS	

NAME OF OFFEROR OR CONTRACTOR
IDEO LLC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
2001	<p>Customer Service Delivery Model and Improvement Plan as required in the attached Statement of Objectives.</p> <p>Amount: [REDACTED] (Option Line Item) Anticipated Exercise Date: 05/12/2014 (b)(4)</p>	1	LO		<div style="border: 2px solid black; width: 100%; height: 100%; min-height: 300px;"> <p style="text-align: center; font-size: 24px; margin-top: 100px;">(b)(4)</p> </div>
2002	<p>Other Direct Costs: Travel Estimate, Not-to-Exceed Amount of [REDACTED]</p> <p>Amount: [REDACTED] (Option Line Item) Anticipated Exercise Date: 05/12/2014 (b)(4)</p> <p>The total estimated price for this task order is [REDACTED]. The ceiling price of this task order is [REDACTED]. This order is a Firm Fixed Price with reimbursable ODC CLIN's.</p> <p>It is the Contractor's responsibility to monitor the funds expended for the ODC CLIN's on this order. The Contractor shall advise the Contracting Officer and COR when 75% of the funds available for ODC's on this task order have been expended. The Government also cautions that if the Contractor performs services for which funds are not available on this task order, they do so at their own risk. The only funds available for this order are those found on item 17(i).</p> <p>This order is subject to the terms and conditions of the GSA MOBIS Federal Supply Schedule Contract # GS-10F-0032W.</p> <p>The total amount of award: \$1,408,918.00. The obligation for this award is shown in box 26.</p>	1	LO		

Statement of Objectives

1. Title of Project

Department of Homeland Security (DHS), U.S. Citizenship & Immigration Services (USCIS), Customer Service Directorate (CSD) - New Customer Service Delivery Model, Development and Implementation Plan.

2. Background

USCIS oversees the process for lawful immigration to the United States in accordance with the provisions of the Immigration and Nationality Act ("INA"). USCIS is responsible for ensuring the integrity of the U.S. immigration system, granting immigration and citizenship benefits, providing accurate and useful information regarding immigration cases, and promoting awareness and understanding of United States citizenship.

The processes for obtaining and maintaining immigration benefits through USCIS are complex, time-consuming, and can be bewildering to applicants. USCIS provides a toll-free telephone number for customers needing assistance throughout the processes. This telephone assistance has since been augmented by the establishment of web-based services.

The telephone services still represent the vast majority of customer inquiries. CSD is receiving approximately 12 million inbound phone calls per year. These calls are handled in reverse pyramid fashion, with all calls being answered first (24 X 365) by an Interactive Voice Response system with an elaborate prompting tree. Some prompts deliver information and conclude the contact with the customer at that point. Other prompts transfer callers to live service during the hours of 8am to 8pm local service time by Tier 1 Customer Service Representatives (CSRs). The Tier 1 CSRs provide service based upon tightly controlled scripts. Depending upon customer need, some of the scripts serve the customer immediately and the call is concluded. Other scripts lead the CSR to transfer the caller to a Tier 2 Immigration Service Officer (ISO), who are trained immigration officers and have access to more customer information. Some Tier 1 and 2 calls result in a further service request (SRMT) forwarded to other USCIS operational offices for resolution.

The self service capabilities that exist on the IVR consist of Case Status, Forms Orders, Local Office Listings, Civil Surgeon List, Where to File Forms, Form Fees, and Current Immigrant Visa Priority Dates. For the IVR it is definitive that around 50% of our customers get resolution and do not request the use of live assistance. In addition to what is listed above the web also allows the customer to complete a Change of Address, electronic Service Referral, E-Verify Self check, FOIA Request, and an Electronic Form Request. Customers may opt to use multiple channels/tools to get information. Currently USCIS does not have a mechanism in place to track the resolution percentage for customers who may utilize multiple services. USCIS will provide all data that is relevant and pertinent to this contract to the contractor post award.

USCIS collects customer satisfaction data on the customer's experience from the IVR to the second Tier of support. This data is collected by telephonic surveys, e-surveys, in person surveys and focus groups. USCIS is able to determine what level of support was provided to each customer and the survey questions are designed to capture specific information about that customer's experience. Customer satisfaction results are captured monthly. USCIS uses that customer feedback to improve internal processes. USCIS can provide all customer satisfaction data that is available to the contractor post award.

USCIS has significant data on the call volumes received, reasons for initial calls, transfer reasons, 1st and 2nd referrals to the field. Using that data as a base point large assumptions can be made on repeat calls and areas of improvement for first call resolution. All data that USCIS has that is relevant can and will be provided to the contractor post award.

The model of customer service briefly described above has served the agency efficiently for a number of years. However, the agency is in the midst of a major transformation initiative that will transform the methods in which our agency connects with customers and their representatives. USCIS Transformation is an agency-wide effort to move immigration services from a paper-based system to a modern, electronic environment called the USCIS Electronic Immigration System (USCIS ELIS). USCIS ELIS will revolutionize the way USCIS does business, and reflects our commitment to redesign our business processes to ensure we deliver the most effective and reliable operating model for the 21st century. USCIS ELIS includes a simplified, Web- and account-based system that will allow benefit seekers to submit and track their applications. Similar to online banking, customer accounts will provide a single, electronic mechanism for submitting information and managing benefit requests. Customers will be able to use online accounts to:

- Submit multiple applications,
- Access communications from USCIS about their applications,
- Update personal information and schedule appointments,
- Respond to requests, and
- View the status of their cases and history of interactions with USCIS.

The new system will also allow USCIS to:

- Deliver more accurate and secure customer service, including providing improved general information about filing procedures to customers and enabling USCIS to quickly access all relevant information that is available about a customer, and
- Process cases with greater consistency and security.

These improvements will result in more complete, accurate and timely responses to customer requests.

USCIS ELIS will be deployed in multiple phases to cover all kinds of immigration benefits. Online tools for select nonimmigrant benefit types will be deployed first,

beginning with certain I-539 applications (Application to Extend/Change Nonimmigrant Status) in 2012.

In addition to USCIS' transformation initiative, there have been major changes in customer contact/service mechanisms throughout the global economy. CSD seeks to undergo a major transformation and find the most effective design for providing immediate and long-term customer service improvements.

3. Type of Contract

Firm-fixed price with travel costs reimbursable in accordance with section 12 of the SOO.

4. Period of Performance

The period of performance for this task order is a base period of 120 calendar days after the issuance of the notice to proceed (NTP) by the Contracting Officer (CO) and two optional periods of six (6) months each. The first six-month optional period can be exercised in the period consisting of the twelve (12) months following the issuance of the NTP. The second six-month optional period can be exercised in the period consisting of the twenty-four (24) months following the issuance of the NTP. The optional periods if exercised could result in sixteen (16) months of performance occurring in phases that could span a period of up to thirty (30) months following the issuance of the notice to proceed.

The contractor shall identify and initiate the security requirement for all personnel performing on this order within 5 business days following award.

5. Place of Performance

The place of performance will be at the Contractor's facility with frequent in-person meetings required at USCIS facilities in Washington, DC.

6. Scope

The USCIS objective is to redesign the customer inquiry process, including the methods by which customers contact us and the manner in which we resolve their questions and concerns as well as to "revamp" our entire customer service delivery model. The term customer inquiry is used to describe the contacts customers make with USCIS outside of the submission of their application and supporting documents. USCIS customers are further identified as any person or entity that files an application for any immigrant benefit is considered a customer of USCIS. Additionally, any employer or Agency utilizing the e-Verify or SAVE programs is considered a customer and therefore included in the scope. This limitation does not preclude the contractor from providing and USCIS from considering any recommendations that emanate from this study that affects other USCIS customers (e.g., advocacy groups). These customer inquiries often include questions about the status of their application, submission of address changes, general process questions, and many additional types of inquiries, some of which require numerous steps to achieve resolution. USCIS receives those inquiries today through three primary modes (channels) – Web, Telephone, and Face-to-Face – and subsequently

resolves those inquiries either during the initial contact or at a later time, usually through the same channel or through written correspondence. The current processes result in excessive repetitiveness, with a very low first-contact resolution percentage.

The description of our current design of telephone services is provided as background for reference only and is not intended to limit the redesigned customer service model to any one channel. Additionally, although the telephone channel has been emphasized in the past, USCIS specifically desires to overcome the inherent limitations of traditional call center designs. The primary goal is to go significantly beyond finding minor efficiency gains within our existing call centers and interactive voice-response systems. USCIS seeks to dramatically change the entire USCIS customer experience in all dealings with USCIS to include in person, telephonic, correspondent, internet, etc.

USCIS requires a contractor to conduct a high level review and assessment of the current USCIS customer inquiry/service model with senior members of the Customer Service Directorate in conjunction with other key USCIS stakeholders, for example, Office of Public Engagement, Office of Communications, Office of Performance and Quality Management, Office of Information Technology (OIT) and Office of Transformation Coordination (OTC), with the primary goal of dramatically and quickly improving customer service delivery for USCIS. The primary segments for USCIS are in person, telephonic, written correspondence, internet, and self service tools. Each component within USCIS has some quantifiable data on customer touch points which will be provided to the contractor post award. The contractor will be required to coordinate with the OTC and OIT regarding current legacy systems and our future state design. While a general understanding of USCIS' mission and processes is important, it is crucial that there is a demonstrated understanding of dynamic customer service environments with specific emphasis on multimodal approaches using "world class" approaches to customer service. Thus, the contractor shall have demonstrated extensive expertise in developing and implementing customer service delivery models/plans for large/complex organizations (either in Government or non-governmental entities).

The objective is to rapidly review and analyze our customer inquiry work flow processes, accumulate global best practices and innovative ideas for consideration, and develop the most effective and realistic future-state design for our customer service delivery model. The emphasis here is on widespread and imaginative redesign that results in an innovative and efficient customer service framework.

USCIS expects that the future-state design will address gaps that include both technology and non-technology components. The emphasis on creating the most appropriate model/design is first for immediate change/impact to start, followed by recommendations that may require more elaborate and time/cost burdened technology changes. The complete model and improvement plan will include a short term/immediate design with recommendations, and a future-state design that will include technological changes – some of which may not be feasible in the short-term.

7. Tasks

7.1 Base Period Tasks

7.1.1 Customer Service Delivery Model and Improvement Plan

The Customer Service Delivery Model and Improvement Plan shall present a complete approach to improving the overall efficiency and effectiveness of the Directorate and related agency processes as they relate to all modes of customer service delivery. The initial assessment and identification of current gaps in customer service delivery may involve several meetings with internal/external stakeholders, interviews, and review of existing documentation on the general "condition" of USCIS' customer service delivery.

The contractor shall provide the management and staffing necessary to meet the objectives of the SOO. This requirement necessitates a review and assessment of USCIS' customer inquiry work flow process and methodologies, the development of a new model and an improvement plan for USCIS to progress to the model. The improvement plan shall identify gaps and provide detailed strategic recommendations for enhanced operations and processes to obtain the most innovative, efficient and effective design structure for supporting and/or curtailing customer inquiries (both repeat inquiries and inquiries that require live assistance). An objective of the new customer service model and improvement plan is that the recommendations, if implemented, will provide widespread improvements. The recommendations shall explain how the result will benefit USCIS and related processes by identifying methods to dramatically increase overall service satisfaction through improving the quality, timeliness, effectiveness and efficiency of our customer service. USCIS expects that the recommendations, if implemented, will result in efficiencies that will result in cost savings and/or cost avoidance as they will, among other things, result in customer inquiry avoidance (in person, telephonic and written) and increases to the first-contact resolution percentage.

The design model must address and accommodate for a complex and diverse customer base that varies significantly in education level, access to information technology, proficiency with the English language, cultural differences, etc. USCIS expects that the customer service design model will incorporate each factor of our customer demographic and will not be a one-size-fits-all model, but will provide for a varied architecture.

The approach must be realistic, feasible, reasonable, affordable and with the short term/immediate design model recommendations, capable of being implemented within 45 days of acceptance by USCIS. At a minimum the plan shall address the following areas:

- High level assessment of existing customer service processes;
- Listing of the primary alternatives/recommendations for consideration;
- Recommendation of the immediate changes that can be implemented to positively impact the customer service provided by USCIS through the short term/immediate design model;
- Recommendation of the most effective Future-State Design considering the Transformation initiative currently in process at USCIS;

- Most probable impact and outcomes in volume and satisfaction, by each alternative and categorical process type;
- List of the most challenging obstacles to overcome for successful implementation;
- Development of Plan alternatives and recommendations to facilitate executive decision-making; and
- Suggested milestones for full implementation of each recommendation, prioritized and presented with those initiatives that will offer fast/immediate impact/improvements

7.1.2 Presentation Services

- Design and deliver formal presentations of developed material in Task 7.1 above to facilitate senior leadership decision making and discussion.

7.2 Optional Period Tasks

The same tasks will be required during each of the two six (6) month option periods if exercised. For estimating purposes only, USCIS estimates the level of support required to effectively support the optional tasks is not to exceed 2,000 hours for each optional period.

Optional Periods: The government may require dedicated and/or ad-hoc assistance during the two (2) separate six (6) month optional periods. This shall be for the further development, research, documentation and/or assistance with the adoptive recommendations made in the base period. The level of support services required in each of the six-month optional periods shall include a dedicated team to support USCIS for intermittent periods for more in-depth follow-up and/or ad-hoc services for impromptu/short turn around requests to support the tasks of section 7.2. The performance of work associated with these requests will be within timeframes as mutually agreed upon between the contractor and USCIS. This support will consist of assisting USCIS in implementing the recommendations set forth in the plan through the performance of the below functions:

- Further development, research, refinement and documentation of the recommendations made in the plan;
- Assistance in implementing the plan recommendations;
- Coordination with other USCIS Directorates/Programs;
- Development of communication plans for internal/external stakeholders; the plan will serve as a formal method to communicate and advise stakeholders of the changes being made, timeframes, partnering within USCIS programs that may be required, and resulting impacts and expectations;
- Organizational change management support and training within the Customer Service Directorate to institutionalize the recommended changes and educate the CSD staff about the plan and how to train and communicate this change within their directorate as well as externally to USCIS offices; and
- Design and deliver presentations to facilitate Executive Decision-Making.

8. Key Personnel

The Contractor shall provide the following key personnel to meet the requirements of this contract. The personnel proposed shall possess the required knowledge to perform under this contract, minimum qualification requirements for education and experience are stated below:

Program Manager:

- must have ten (10) years demonstrated experience directly related to customer service delivery design, management, and implementation of process improvement across varying modes, of which at least five (5) years shall be managing teams tasked with the aforementioned functions
- must have a Master's degree in a related field
- additional experience in large/complex customer service delivery models and business lines is preferred

Senior Consultant:

- must have six (6) years demonstrated experience directly related to customer service delivery design, management and implementation of process improvement across varying modes
- must have a Master's degree in a related field
- additional experience in large/complex customer service delivery models and business lines is preferred

The CO must approve all changes in Key Personnel. Prior to changes in Key Personnel, the Contractor shall notify the CO via the COR reasonably in advance (but not less than 15 days prior) and shall submit a justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact of this change to the task order.

9. Deliverables

An electronic copy of the draft process improvement plan will be due to the Contracting Officer Representative (COR) with a copy to the CO within 90 calendar days of the issuance of the NTP. USCIS will review the draft and provide comments within 15 calendar days of receipt. The Contractor shall address USCIS' comments and provide an electronic copy of the final deliverable within 15 calendar days of receipt of USCIS' comments on the draft plan.

For presentations developed to facilitate senior leadership/executive decision making (task 7.1.2 and task 7.2), an electronic copy of the Microsoft PowerPoint presentation and any supporting documentation that will be utilized or referred to in the presentation shall be provided to the COR at least 5 business days prior to the scheduled meeting.

The due date for the communication plan(s) referenced in section 7.2 will be established at a mutually agreed upon date.

All documentation developed by the Contractor shall become the property of the Government and shall not contain proprietary markings.

10. Post-Award Conference

The contractor shall meet with the CO, COR and Program Manager for a Post-Award Conference at a date and time to be determined by the CO, normally within seven days following date of award. The purpose of the meeting will be to identify primary points of contact, discuss scope, tasks, and understanding of technical approach.

11. Government Furnished Resources and Information

The Government will provide the following support for the performance of this contract:

- Documentation - access to manuals, reports, and related materials necessary to perform these tasks
- Standard Operating Procedures (SOPs) and published policies
- Office space at USCIS sites will be provided when necessary for contractor staff to include a desk, phone, and standard office supplies such as paper, pens, notebooks, etc.

12. Travel

Travel to Washington, DC and one or more USCIS locations may be requested. Travel shall not be performed in connection with this contract without prior written approval of the COR. The Contractor shall be reimbursed for travel in accordance with the Federal Travel Regulations. Upon completion of travel, all documentation associated with the respective travel shall be submitted with the next scheduled invoice. Local travel, defined as within 50 miles of the USCIS Offices at 20 Mass Ave, NW in Washington DC, will not be reimbursed under this contract vehicle.

13. Invoicing

Invoicing shall occur on a monthly basis. All invoices shall be received by the 10th day of the following month. All invoices for this agreement shall be submitted electronically to the COR.

To constitute a proper invoice, the invoice must include the following information and/or attached documentation:

- (1) Name of Contractor
- (2) Invoice date
- (3) Order number
- (4) Period of Performance associated with the invoice
- (5) Total FFP associated/allocated to invoiced period of performance and travel, itemized to include all travel receipts
- (6) Payment terms
- (7) Name where practicable, title, phone number, and complete mailing address of responsible official to whom payment is to be sent
- (8) Other substantiating documentation or information as required by the contract

14. Organizational Conflicts of Interest

Firms are required to certify that there are no Organizational Conflicts of Interest resulting from providing services to include any conflicts resulting as a result of

performance of call center operation services (i.e. USCIS' NCSC Tier 1 services). Additionally, any firm performing on this contract will be required to sign a non-disclosure agreement and will be prohibited from using any information gained from USCIS through that contract in its representation of any other firm before USCIS.

15. Limitations on Future Contracting

Any firm performing on this contract may be prohibited from consideration in potential future acquisitions that are released in response to implementation of any of the recommendations in the plan.

16. Privacy Awareness

The contractor will not have access to personally identifiable information from USCIS for the purposes of this contract.

17. Security Requirements

GENERAL

U.S. Citizenship & Immigration Services (USCIS) Security has determined that performance of this contract requires that the Contractor, subcontractor(s), vendor(s), etc. (herein known as Contractor), have access to USCIS' facilities and that the Contractor will adhere to the following.

SUITABILITY DETERMINATION

USCIS shall have and exercise full control over granting, denying, withholding or terminating unescorted facility access for Contractor employees based upon the results of a FBI Fingerprint Check. No employee of the Contractor shall be allowed unescorted facility access without a favorable suitability determination by the Office of Security & Integrity (OSI).

BACKGROUND INVESTIGATIONS

Contract employees (to include applicants, temporaries, part-time and replacement employees) under the contract, needing unescorted facility access shall undergo a fingerprint check. All fingerprint checks will be processed through OSI. Prospective Contractor employees shall submit the following completed forms to OSI through the COTR no less than 30 days before the starting date of the contract or 30 days prior to entry on duty of any employees, whether a replacement, addition, subcontractor employee, or vendor:

1. Standard Form 85P, "Questionnaire for Public Trust Positions"
2. DHS Form, 11000-6, "Non-Disclosure Agreement Form"
3. FD Form 258, "Fingerprint Card" (2 copies)
4. Position Designation Determination for Contract Personnel Form

5. Foreign National Relatives or Associates Statement

USCIS will provide required forms at the time of award of the contract. Only complete packages will be accepted by OSI. Specific instructions on submission of packages will be provided upon award of the contract.

USCIS will consider only US Citizens and Lawful Permanent Residents for employment on this contract.

EMPLOYMENT ELIGIBILITY

The Contractor must agree that each employee working on this contract will have a Social Security Card issued and approved by the Social Security Administration. The Contractor shall be responsible to USCIS for acts and omissions of his own employees and for any Subcontractor(s) and their employees to include financial responsibility for all damage or injury to persons or property resulting from the acts or omissions of the contractor's employees.

Subject to existing law, regulations and/or other provisions of this contract, illegal or undocumented aliens will not be employed by the Contractor, or with this contract. The Contractor will ensure that this provision is expressly incorporated into any and all Subcontracts or subordinate agreements issued in support of this contract.

CONTINUED ELIGIBILITY

If a prospective employee is found to be ineligible for access to USCIS facilities or information, the COTR will advise the Contractor that the employee shall not continue to work or to be assigned to work under the contract.

USCIS reserves the right and prerogative to deny and/ or restrict the facility and information access of any Contractor employee whose actions are in conflict with the standards of conduct, 5 CFR 2635 and 5 CFR 3801, or whom USCIS determines to present a risk of compromising sensitive but unclassified information to which he or she would have access under this contract.

The Contractor will report any adverse information coming to their attention concerning contract employees under the contract to USCIS OSI. The subsequent termination of employment of an employee does not obviate the requirement to submit this report. The report shall include the employees' name and social security number, along with the adverse information being reported.

OSI must be notified of all terminations/ resignations within five days of occurrence. The Contractor will return any expired USCIS issued identification cards and building passes, or those of terminated employees to the COTR. If an identification card or building pass is not available to be returned, a report must be submitted to the COTR, referencing the pass or card number, name of individual to whom issued, the last known location and disposition of the pass or card.

SECURITY MANAGEMENT

The Contractor shall appoint a senior official to act as the Corporate Security Officer. The individual will interface with OSI through the COTR on all security matters, to include physical, personnel, and protection of all Government information and data accessed by the Contractor.

The COTR and OSI shall have the right to inspect the procedures, methods, and facilities utilized by the Contractor in complying with the security requirements under this contract. Should the COTR determine that the Contractor is not complying with the security requirements of this contract; the Contractor will be informed in writing by the Contracting Officer of the proper action to be taken in order to effect compliance with such requirements.

Federal Acquisition Regulations (FAR) clauses

52.252-2 Clauses Incorporated By Reference (FEB 1998)

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

(End of clause)

52.217-9 Option to Extend the Term of the Contract (MAR 2000)

- (a) The Government may extend the term of this contract by written notice to the Contractor within 15 days; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 30 days before the contract expires. The preliminary notice does not commit the Government to an extension.
- (b) If the Government exercises this option, the extended contract shall be considered to include this option clause.
- (c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed 30 months.

(End of clause)

52.222-54 Employment Eligibility Verification (JAN 2009)

52.227-17 Rights in Data – Special Works (DEC 2007)

FAR 52.222-41, Service Contract Act of 1965 (NOV 2007)

NOTE: All services provided under this order are subject to the DOL Wage Determination Number 2005-2103 Rev. 11 Dated 06/13/2011.

FAR 52.222-42, Statement of Equivalent Rates for Federal Hires (May 1989)

In compliance with the Service Contract Act of 1965, as amended, and the regulations of the Secretary of Labor (29 CFR Part 4), this clause identifies the classes of service

employees expected to be employed under the contract and states the wages and fringe benefits payable to each if they were employed by the contracting agency subject to the provisions of 5 U.S.C. 5341 or 5332.

Employee Class: Administrative Support Assistant, GS-0303-07 step 4

Monetary Wage - Fringe Benefits: \$22.25/hour

(End of clause)

Homeland Security Acquisition Regulations (HSAR) clauses in full text:

Homeland Security Acquisition Regulation (HSAR) clauses and provisions incorporated by reference and in full text. The full text of HSAR clauses may be accessed electronically at this internet address:

http://www.dhs.gov/xlibrary/assets/opnbiz/cpo_hsar_finalrule.pdf

HSAR 3052.242-72, Contracting Officer's Technical Representative (DEC 2003)

(a) The Contracting Officer may designate Government personnel to act as the Contracting Officer's Technical Representative (COTR) to perform functions under the contract such as review or inspection and acceptance of supplies, services, including construction, and other functions of a technical nature. The Contracting Officer will provide a written notice of such designation to the Contractor within five working days after contract award or for construction, not less than five working days prior to giving the contractor the notice to proceed. The designation letter will set forth the authorities and limitations of the COTR under the contract.

(b) The Contracting Officer cannot authorize the COTR or any other representative to sign documents, such as contracts, contract modifications, etc., that require the signature of the Contracting Officer

(End of clause)

HSAR 3052.215-70 Key Personnel or Facilities.

(DEC 2003)

(a) The personnel or facilities specified below are considered essential to the work being performed under this contract and may, with the consent of the contracting parties, be changed from time to time during the course of the contract by adding or deleting personnel or facilities, as appropriate.

(b) Before removing or replacing any of the specified individuals or facilities, the Contractor shall notify the Contracting Officer, in writing, before the change becomes effective. The Contractor shall submit sufficient information to support the proposed action and to enable the Contracting Officer to evaluate the potential impact of the change on this contract. The Contractor shall not remove or replace personnel or facilities until the Contracting Officer approves the change.

The Key Personnel or Facilities under this Contract:

Program Manager

Senior Consultant

(End of clause)

HSAR 3052.242-71 Dissemination of contract information (DEC 2003)

The Contractor shall not publish, permit to be published or distribute for public consumption, any information, oral or written, concerning the results or conclusions made pursuant to the performance of this contract, without the prior written consent of the Contracting Officer. An electronic or printed copy of any material proposed to be published or distributed shall be submitted to the Contracting Officer.

(End of clause)

Advertisements, Publicizing Awards, and News Releases

All press releases or announcement about agency programs, projects, and contract awards need to be cleared by the Program Office and the Contracting Officer. Under no circumstances shall the Contractor, or anyone acting on behalf of the Contractor, refer to the supplies, services, or equipment furnished pursuant to the provisions of this contract in any publicity news release or commercial advertising without first obtaining explicit written consent to do so from the Program Office and the Contracting Officer.

The Contractor agrees not to refer to awards in commercial advertising in such a manner as to state or imply that the product or service provided is endorsed or preferred by the Federal Government or is considered by the Government to be superior to the other products or services.

(End of clause)

Non-Personal Services

This is a "Non-personal Services" Task Order. The personnel rendering the services are not subject, either by the contract's terms or by the manner of its administration, to the supervision and control usually prevailing in relationships between the Government and its employees. Should any USCIS employee other than the COR or CO ask or direct a Contract employee to deviate from established production requirements, priorities, or performance procedures and requirements, the Contractor employee will refer the matter to the designated POC for resolution.

(End of clause)

HSAR 3052.209-73 Limitation of Future Contracting (JUNE 2006)

- (a) The Contracting Officer has determined that this acquisition may give rise to a potential organizational conflict of interest. Accordingly, the attention of prospective Quoters is invited to FAR Subpart 9.5--Organizational Conflicts of Interest.
- (b) The nature of this conflict is the recommendations and development of a future end state design of USCIS' customer service model.
- (c) The restrictions upon future contracting are as follows:
- (1) If the Contractor, under the terms of this contract, or through the performance of tasks pursuant to this contract, is required to develop specifications or statements of work that are to be incorporated into a solicitation, the Contractor shall be ineligible to perform the work described in that solicitation as a prime or first-tier subcontractor under an ensuing DHS contract. This restriction shall remain in effect for a reasonable time, as agreed to by the Contracting Officer and the Contractor, sufficient to avoid unfair competitive advantage or potential bias

(this time shall in no case be less than the duration of the initial production contract). DHS shall not unilaterally require the Contractor to prepare such specifications or statements of work under this contract.

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

(End of clause)

Organizational Conflict of Interest

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

(b) Prior to commencement of any work, the Contractor agrees to notify the CO immediately that to the best of its knowledge and belief, no actual or potential conflict of interest exists or to identify to the CO any actual or potential conflict of interest the firm may have. In emergency situations, however, work may begin but notification shall be made within five (5) working days.

(c) The Contractor agrees that if an actual or potential organizational conflict of interest is identified during performance, the Contractor shall immediately make a full disclosure in writing to the CO. This disclosure shall include a description of actions which the Contractor has taken or proposes to take, after consultation with the CO, to avoid, mitigate, or neutralize the actual or potential conflict of interest. The Contractor shall continue performance until notified by the CO of any contrary action to be taken.

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

(End of clause)

Disclosure of Information

Any information made available to the Contractor by the Government must be used only for the purpose of carrying out the provisions of this task order and must not be divulged or made known in any manner to any person except as may be necessary in the performance of the order. The contractor will be required to sign a non-disclosure agreement.

USCIS-CSD Customer Service Delivery Model Development and Implementation Plan

In performance of this task order, the Contractor assumes responsibility for protection of the confidentiality of Government records and must ensure that all work performed by its subcontractors shall be under the supervision of the Contractor or the Contractor's responsible employees.

Each officer or employee of the Contractor or any of its subcontractors to whom any Government record may be made available or disclosed must be notified in writing by the Contractor that information disclosed to such officer or employee can be used only for a purpose and to the extent authorized herein, and that further disclosure of any such information, by any means, for a purpose or to an extent unauthorized herein, may subject the offender to criminal sanctions imposed by 19 U.S.C. 641. That section provides, in pertinent part, that whoever knowingly converts to their use or the use of another, or without authority, sells, conveys, or disposes of any record of the United States or whoever receives the same with intent to convert it to their use or gain, knowing it to have been converted, shall be guilty of a crime punishable by a fine of up to \$10,000, or imprisoned up to ten years, or both.

(End of clause)

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE	PAGE OF PAGES	
			1	2

2. AMENDMENT/MODIFICATION NO. P00001	3. EFFECTIVE DATE See Block 16C	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (If applicable)
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6. ISSUED BY USCIS Contracting Office Department of Homeland Security 70 Kimball Avenue South Burlington VT 05403	CODE CIS	7. ADMINISTERED BY (If other than Item 6) USCIS Contracting Office Department of Homeland Security 70 Kimball Avenue South Burlington VT 05403	CODE CIS
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8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) IDEO LLC 100 FOREST AVE PALO ALTO CA 943011612	(x) 9A. AMENDMENT OF SOLICITATION NO.
	9B. DATED (SEE ITEM 11)
	X 10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0032W HSSCCG-12-F-00200 10B. DATED (SEE ITEM 13) 04/25/2012

(b)(4)

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers is extended. is not extended.

Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 6 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)
See Schedule

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
	D. OTHER (Specify type of modification and authority)
X	52.212-4(c), Changes

E. IMPORTANT: Contractor is not. is required to sign this document and return 1 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (to be organized by UCF section headings, including solicitation/contract subject matter where feasible.)
DUNS Number: (b)(4)

This modification is to issue the Notice-To-Proceed (NTP), effective June 13, 2012. The Contractor was however authorized to obtain and work with "non-sensitive" USCIS material before this effective date as granted by the CO at the kick-off meeting. The Contractor has begun attending USCIS events to gather useful and informational data and was approved by the CO to incur ODC expenses in support of these functions.

The copy of the draft process improvement plan will be due to the USCIS COR on September 10, 2012.

This is a no cost modification. All other terms and conditions remain unchanged.
Continued ...

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNED (Type or print)	15B. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)
(b)(4)	Chad R. Parker
15C. DATE SIGNED	15D. UNITED STATES OF AMERICA
6/12/12	<i>Chad R. Parker</i>
	Signature of Contracting Officer
	15E. DATE SIGNED
	6/13/2012

NSN 7540-01-152-8070
Previous edition unusable

(b)(4)
(b)(6)

STANDARD FORM 30 (REV. 10-83)
Prescribed by GSA
FAR (48 CFR) 53.243

NAME OF OFFEROR OR CONTRACTOR
IDEO LLC

ITEM NO (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	AAP Number: 201200628 DO/DPAS Rating: NONE				

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES	
2. AMENDMENT/MODIFICATION NO. P00002		3. EFFECTIVE DATE See Block 16C		4. REQUISITION/PURCHASE REQ. NO. CSD-12-0073	
5. ISSUED BY USCIS Contracting Office Department of Homeland Security 70 Kimball Avenue South Burlington VT 05403		6. PROJECT NO. (If applicable)		7. ADMINISTERED BY (If other than Item 6) USCIS Contracting Office Department of Homeland Security 70 Kimball Avenue South Burlington VT 05403	
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) IDEO LLC 100 FOREST AVE PALO ALTO CA 943011612 (b)(4)		9A. AMENDMENT OF SOLICITATION NO. 9B. DATED (SEE ITEM 11)		10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0032W HSSCCG-12-F-00200 10B. DATED (SEE ITEM 13) 04/25/2012	
CODE		FACILITY CODE			

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in item 14. The hour and date specified for receipt of Offers is extended. is not extended.
 Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing items 9 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified. (b)(4)

12. ACCOUNTING AND APPROPRIATION DATA (If required) Net Increase: _____
 ADMIN00 000 EX 40-01-00-000 25-00-0000-00-00-00-00 GE-25-37-00 000000

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
X	D. OTHER (Specify type of modification and authority) 52.212-4(c), Changes

E. IMPORTANT: Contractor is not. is required to sign this document and return _____ 1 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

DUNS Number: _____ (b)(4)
 AAP Number: 201200626 DO/DEAS Rating: NONE (b)(4)
 This modification is issued to add funding in the amount of _____ o CLIN 0002, Other Direct Costs.

This order is hereby increased by _____ from _____ to _____ All other terms and conditions remain unchanged.

Discount Terms: _____ (b)(4)
 Net 30
 FOB: Destination

Except as provided herein, all terms and conditions of the document referenced in item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

18A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Chad R. Parker		18C. DATE SIGNED 9/3/2012
SIGNED 2012	18B. UNITED STATES OF AMERICA Chad R. Parker (Signature of Contracting Officer)	

NSN 7540-01-152-8070
 Previous edition unusable

(b)(6)

(b)(4)

STANDARD FORM 30 (REV. 10-83)
 Prescribed by GSA
 FAR (48 CFR) 53.243

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE	PAGE OF PAGES 1 9
2. AMENDMENT/MODIFICATION NO. P00003	3. EFFECTIVE DATE See Block 16C	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (If applicable)
6. ISSUED BY USCIS Contracting Office Department of Homeland Security 70 Kimball Avenue South Burlington VT 05403	CODE CIS	7. ADMINISTERED BY (If other than item 6) USCIS Contracting Office Department of Homeland Security 70 Kimball Avenue South Burlington VT 05403	CODE CIS
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) IDEO LLC 100 FOREST AVE PALO ALTO CA 943011612		(x) 9A. AMENDMENT OF SOLICITATION NO.	9B. DATED (SEE ITEM 11)
CODE (b)(4)	FACILITY CODE	X 10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0032W HSSCCG-12-F-00200	10B. DATED (SEE ITEM 13) 04/25/2012

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers is extended, is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)

See Schedule

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

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	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
X	D. OTHER (Specify type of modification and authority) 52.212-4(c), Changes

E. IMPORTANT: Contractor is not, is required to sign this document and return _____ 1 _____ copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible)

DUNS Number: (b)(4)

AAP Number: 201200628 DO/DPAS Rating: NONE

This modification is issued to incorporate the attached Security Requirements into this order. This is a no cost modification. All other terms and conditions remain unchanged.

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

[Redacted Signature]	15A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Amanda K. Duquette
	15B. UNITED STATES OF AMERICA Amanda K Duquette (Signature of Contracting Officer)
DATE SIGNED 2/21/13	15C. DATE SIGNED 01/29/2013

NSN 7540-01-152-8070
Previous edition unusable

(b)(4) (b)(6)

STANDARD FORM 30 (REV. 10-83)
Prescribed by GSA
FAR (48 CFR) 53.243

SECURITY REQUIREMENTS

GENERAL

U.S. Citizenship and Immigration Services (USCIS) has determined that performance of this contract requires that the Contractor, subcontractor(s), vendor(s), etc. (herein known as Contractor), requires access to sensitive but unclassified information, and that the Contractor will adhere to the following.

SUITABILITY DETERMINATION

USCIS shall have and exercise full control over granting, denying, withholding or terminating access of unescorted Contractor employees to government facilities and/or access of Contractor employees to sensitive but unclassified information based upon the results of a background investigation. USCIS may, as it deems appropriate, authorize and make a favorable entry on duty (EOD) decision based on preliminary security checks. The favorable EOD decision would allow the employees to commence work temporarily prior to the completion of the full investigation. The granting of a favorable EOD decision shall not be considered as assurance that a full employment suitability authorization will follow as a result thereof. The granting of a favorable EOD decision or a full employment suitability determination shall in no way prevent, preclude, or bar the withdrawal or termination of any such access by USCIS, at any time during the term of the contract. No Contractor employee shall be allowed unescorted access to a Government facility without a favorable EOD decision or suitability determination by the Office of Security & Integrity Personnel Security Division (OSI PSD).

BACKGROUND INVESTIGATIONS

Contractor employees (to include applicants, temporaries, part-time and replacement employees) under the contract, needing access to sensitive but unclassified information shall undergo a position sensitivity analysis based on the duties each individual will perform on the contract as outlined in the Position Designation Determination (PDD) for Contractor Personnel. The results of the position sensitivity analysis shall identify the appropriate background investigation to be conducted. All background investigations will be processed through OSI PSD.

To the extent the Position Designation Determination form reveals that the Contractor will not require access to sensitive but unclassified information or access to USCIS IT systems, OSI PSD may determine that preliminary security screening and or a complete background investigation is not required for performance on this contract.

Completed packages must be submitted to OSI PSD for prospective Contractor employees no less than 30 days before the starting date of the contract or 30 days prior to EOD of any employees, whether a replacement, addition, subcontractor employee, or vendor. The Contractor shall follow guidelines for package submission as set forth by OSI PSD. A complete package will include the following forms, in conjunction with

security questionnaire submission of the SF-85P, "Security Questionnaire for Public Trust Positions" via e-QIP:

1. DHS Form 11000-6, "Conditional Access to Sensitive But Unclassified Information Non-Disclosure Agreement"
2. FD Form 258, "Fingerprint Card" (2 copies)
3. Form DHS 11000-9, "Disclosure and Authorization Pertaining to Consumer Reports Pursuant to the Fair Credit Reporting Act"
4. Position Designation Determination for Contract Personnel Form
5. Foreign National Relatives or Associates Statement
6. OF 306, Declaration for Federal Employment (approved use for Federal Contract Employment)
7. ER-856, "Contract Employee Code Sheet"

EMPLOYMENT ELIGIBILITY

Be advised that unless an applicant requiring access to sensitive but unclassified information has resided in the U.S. for three of the past five years, OSI PSD may not be able to complete a satisfactory background investigation. In such cases, USCIS retains the right to deem an applicant as ineligible due to insufficient background information.

Only U.S. citizens are eligible for employment on contracts requiring access to Department of Homeland Security (DHS) Information Technology (IT) systems or involvement in the development, operation, management, or maintenance of DHS IT systems, unless a waiver has been granted by the Director of USCIS, or designee, with the concurrence of both the DHS Chief Security Officer and the Chief Information Officer or their designees. In instances where non-IT requirements contained in the contract can be met by using Legal Permanent Residents, those requirements shall be clearly described.

The Contractor must agree that each employee working on this contract will have a Social Security Card issued by the Social Security Administration.

CONTINUED ELIGIBILITY

If a prospective employee is found to be ineligible for access to USCIS facilities or information, the Contracting Officer's Representative (COR) will advise the Contractor that the employee shall not continue to work or to be assigned to work under the contract.

In accordance with USCIS policy, contractors are required to undergo a periodic reinvestigation every five years. Security documents will be submitted to OSI PSD within ten business days following notification of a contractor's reinvestigation requirement.

In support of the overall USCIS mission, Contractor employees are required to complete one-time or annual DHS/USCIS mandatory trainings. The Contractor shall certify annually, but no later than December 31st each year, that required trainings have been completed. The certification of the completion of the trainings by all contractors shall be provided to both the COR and Contracting Officer.

- **USCIS Security Awareness Training** (required within 30 days of entry on duty for new contractors, and annually thereafter)
- **USCIS Integrity Training** (Annually)
- **DHS Continuity of Operations Awareness Training** (one-time training for contractors identified as providing an essential service)
- **USCIS Office Safety Training** (one-time training for contractors working within USCIS facilities; contractor companies may substitute their own training)
- **USCIS Fire Prevention and Safety Training** (one-time training for contractors working within USCIS facilities; contractor companies may substitute their own training)

USCIS reserves the right and prerogative to deny and/or restrict the facility and information access of any Contractor employee whose actions are in conflict with the standards of conduct or whom USCIS determines to present a risk of compromising sensitive but unclassified information and/or classified information.

Contract employees will report any adverse information concerning their personal conduct to OSI PSD. The report shall include the contractor's name along with the adverse information being reported. Required reportable adverse information includes, but is not limited to, criminal charges and or arrests, negative change in financial circumstances, and any additional information that requires admission on the SF-85P security questionnaire.

OSI PSD must be notified of all terminations/ resignations within five days of occurrence. The Contractor will return any expired USCIS issued identification cards and HSPD-12 card, or those of terminated employees to the COR. If an identification card or HSPD-12 card is not available to be returned, a report must be submitted to the COR, referencing the card number, name of individual to whom issued, the last known location and disposition of the card.

SECURITY MANAGEMENT

The Contractor shall appoint a senior official to act as the Corporate Security Officer. The individual will interface with OSI through the COR on all security matters, to include physical, personnel, and protection of all Government information and data accessed by the Contractor.

The COR and OSI shall have the right to inspect the procedures, methods, and facilities utilized by the Contractor in complying with the security requirements under this

contract. Should the COTR determine that the Contractor is not complying with the security requirements of this contract the Contractor will be informed in writing by the Contracting Officer of the proper action to be taken in order to effect compliance with such requirements.

The Contractor shall be responsible for all damage or injuries resulting from the acts or omissions of their employees and/or any subcontractor(s) and their employees to include financial responsibility.

COMPUTER AND TELECOMMUNICATIONS SECURITY REQUIREMENTS

Security Program Background

The DHS has established a department wide IT security program based on the following Executive Orders (EO), public laws, and national policy:

- Public Law 107-296, Homeland Security Act of 2002.
 - Federal Information Security Management Act (FISMA) of 2002, November 25, 2002.
 - Public Law 104-106, Clinger-Cohen Act of 1996 [formerly, Information Technology Management Reform Act (ITMRA)], February 10, 1996.
 - Privacy Act of 1974, As Amended. 5 United States Code (U.S.C.) 552a, Public Law 93-579, Washington, D.C., July 14, 1987.
 - Executive Order 12829, *National Industrial Security Program*, January 6, 1993.
 - Executive Order 12958, *Classified National Security Information*, as amended.
 - Executive Order 12968, *Access to Classified Information*, August 2, 1995.
 - Executive Order 13231, *Critical Infrastructure Protection in the Information Age*, October 16, 2001.
 - National Industrial Security Program Operating Manual (NISPOM), February 2001.
 - DHS *Sensitive Systems Policy Publication 4300A v2.1*, July 26, 2004
 - DHS *National Security Systems Policy Publication 4300B v2.1*, July 26, 2004
 - Homeland Security Presidential Directive 7, *Critical Infrastructure Identification, Prioritization, and Protection*, December 17, 2003.
 - Office of Management and Budget (OMB) Circular A-130, *Management of Federal Information Resources*.
 - National Security Directive (NSD) 42, *National Policy for the Security of National Security Telecommunications and Information Systems (U)*, July 5, 1990,
- CONFIDENTIAL.**
- 5 Code of Federal Regulations (CFR) §2635, Office of Government Ethics, *Standards of Ethical Conduct for Employees of the Executive Branch*.
 - DHS SCG OS-002 (IT), *National Security IT Systems Certification & Accreditation*, March 2004.
 - Department of State 12 Foreign Affairs Manual (FAM) 600, *Information Security Technology*, June 22, 2000.
 - Department of State 12 FAM 500, *Information Security*, October 1, 1999.
 - Executive Order 12472, *Assignment of National Security and Emergency Preparedness Telecommunications Functions*, dated April 3, 1984.
 - Presidential Decision Directive 67, *Enduring Constitutional Government and Continuity of Government Operations*, dated October 21, 1998.
 - FEMA Federal Preparedness Circular 65, *Federal Executive Branch Continuity of Operations (COOP)*, dated July 26, 1999.

- FEMA Federal Preparedness Circular 66, *Test, Training and Exercise (TT&E) for Continuity of Operations (COOP)*, dated April 30, 2001.
- FEMA Federal Preparedness Circular 67, *Acquisition of Alternate Facilities for Continuity of Operations*, dated April 30, 2001.
- Title 36 Code of Federal Regulations 1236, Management of Vital Records, revised as of July 1, 2000.
- National Institute of Standards and Technology (NIST) Special Publications for computer security and FISMA compliance.

GENERAL

Due to the sensitive nature of USCIS information, the contractor is required to develop and maintain a comprehensive Computer and Telecommunications Security Program to address the integrity, confidentiality, and availability of sensitive but unclassified (SBU) information during collection, storage, transmission, and disposal. The contractor's security program shall adhere to the requirements set forth in the DHS Management Directive 4300 IT Systems Security Pub Volume I Part A and DHS Management Directive 4300 IT Systems Security Pub Volume I Part B. This shall include conformance with the DHS Sensitive Systems Handbook, DHS Management Directive 11042 Safeguarding Sensitive but Unclassified (For Official Use Only) Information and other DHS or USCIS guidelines and directives regarding information security requirements. The contractor shall establish a working relationship with the USCIS IT Security Office, headed by the Information Systems Security Program Manager (ISSM).

IT SYSTEMS SECURITY

In accordance with DHS Management Directive 4300.1 "Information Technology Systems Security", USCIS Contractors shall ensure that all employees with access to USCIS IT Systems are in compliance with the requirement of this Management Directive. Specifically, all contractor employees with access to USCIS IT Systems meet the requirement for successfully completing the annual "Computer Security Awareness Training (CSAT)." All contractor employees are required to complete the training within 60-days from the date of entry on duty (EOD) and are required to complete the training yearly thereafter.

CSAT can be accessed at the following: <http://otcd.uscis.dhs.gov/EDvantage.Default.asp> or via remote access from a CD which can be obtained by contacting uscisitsecurity@dhs.gov.

IT SECURITY IN THE SYSTEMS DEVELOPMENT LIFE CYCLE (SDLC)

The USCIS SDLC Manual documents all system activities required for the development, operation, and disposition of IT security systems. Required systems analysis, deliverables, and security activities are identified in the SDLC manual by lifecycle phase. The contractor shall assist the appropriate USCIS ISSO with development and completion of all SDLC activities and deliverables contained in the SDLC. The SDLC is

supplemented with information from DHS and USCIS Policies and procedures as well as the National Institute of Standards Special Procedures related to computer security and FISMA compliance. These activities include development of the following documents:

- *Sensitive System Security Plan (SSSP)*: This is the primary reference that describes system sensitivity, criticality, security controls, policies, and procedures. The SSSP shall be based upon the completion of the DHS FIPS 199 workbook to categorize the system of application and completion of the RMS Questionnaire. The SSSP shall be completed as part of the System or Release Definition Process in the SDLC and shall not be waived or tailored.
- *Privacy Impact Assessment (PIA) and System of Records Notification (SORN)*. For each new development activity, each incremental system update, or system recertification, a PIA and SORN shall be evaluated. If the system (or modification) triggers a PIA the contractor shall support the development of PIA and SORN as required. The Privacy Act of 1974 requires the PIA and shall be part of the SDLC process performed at either System or Release Definition.
- *Contingency Plan (CP)*: This plan describes the steps to be taken to ensure that an automated system or facility can be recovered from service disruptions in the event of emergencies and/or disasters. The Contractor shall support annual contingency plan testing and shall provide a Contingency Plan Test Results Report.
- *Security Test and Evaluation (ST&E)*: This document evaluates each security control and countermeasure to verify operation in the manner intended. Test parameters are established based on results of the RA. An ST&E shall be conducted for each Major Application and each General Support System as part of the certification process. The Contractor shall support this process.
- *Risk Assessment (RA)*: This document identifies threats and vulnerabilities, assesses the impacts of the threats, evaluates in-place countermeasures, and identifies additional countermeasures necessary to ensure an acceptable level of security. The RA shall be completed after completing the NIST 800-53 evaluation, Contingency Plan Testing, and the ST&E. Identified weakness shall be documented in a Plan of Action and Milestone (POA&M) in the USCIS Trusted Agent FISMA (TAF) tool. Each POA&M entry shall identify the cost of mitigating the weakness and the schedule for mitigating the weakness, as well as a POC for the mitigation efforts.
- *Certification and Accreditation (C&A)*: This program establishes the extent to which a particular design and implementation of an automated system and the facilities housing that system meet a specified set of security requirements, based on the RA of security features and other technical requirements (certification), and the management authorization and approval of a system to process sensitive but unclassified information (accreditation). As appropriate the Contractor shall be granted access to the USCIS TAF and Risk Management System (RMS) tools to support C&A and its annual assessment requirements. Annual assessment activities shall include completion of the NIST 800-26 Self Assessment in TAF, annual review of user accounts, and annual review of the FIPS categorization. C&A status shall be reviewed for each incremental system update and a new full C&A process completed when a major system revision is anticipated.

SECURITY ASSURANCES

DHS Management Directives 4300 requires compliance with standards set forth by NIST, for evaluating computer systems used for processing SBU information. The Contractor shall ensure that requirements are allocated in the functional requirements and system design documents to security requirements are based on the DHS policy, NIST standards and applicable legislation and regulatory requirements. Systems shall offer the following visible security features:

- ***User Identification and Authentication (I&A)*** – I&A is the process of telling a system the identity of a subject (for example, a user) (*I*) and providing that the subject is who it claims to be (*A*). Systems shall be designed so that the identity of each user shall be established prior to authorizing system access, each system user shall have his/her own user ID and password, and each user is authenticated before access is permitted. All system and database administrative users shall have strong authentication, with passwords that shall conform to established DHS standards. All USCIS Identification and Authentication shall be done using the Password Issuance Control System (PICS) or its successor. Under no circumstances will Identification and Authentication be performed by other than the USCIS standard system in use at the time of a systems development.
- ***Discretionary Access Control (DAC)*** – DAC is a DHS access policy that restricts access to system objects (for example, files, directories, devices) based on the identity of the users and/or groups to which they belong. All system files shall be protected by a secondary access control measure.
- ***Object Reuse*** – Object Reuse is the reassignment to a subject (for example, user) of a medium that previously contained an object (for example, file). Systems that use memory to temporarily store user I&A information and any other SBU information shall be cleared before reallocation.
- ***Audit*** – DHS systems shall provide facilities for transaction auditing, which is the examination of a set of chronological records that provide evidence of system and user activity. Evidence of active review of audit logs shall be provided to the USCIS IT Security Office on a monthly basis, identifying all security findings including failed log in attempts, attempts to access restricted information, and password change activity.
- ***Banner Pages*** – DHS systems shall provide appropriate security banners at start up identifying the system or application as being a Government asset and subject to government laws and regulations. This requirement does not apply to public facing internet pages, but shall apply to intranet applications.

DATA SECURITY

SBU systems shall be protected from unauthorized access, modification, and denial of service. The Contractor shall ensure that all aspects of data security requirements (i.e., confidentiality, integrity, and availability) are included in the functional requirements and system design, and ensure that they meet the minimum requirements as set forth in the DHS Sensitive Systems Handbook and USCIS policies and procedures. These requirements include:

- ***Integrity*** – The computer systems used for processing SBU shall have data integrity controls to ensure that data is not modified (intentionally or unintentionally) or repudiated by either the sender or the receiver of the information. A risk analysis and vulnerability assessment shall be performed to determine what type of data integrity controls (e.g., cyclical redundancy checks, message authentication codes, security hash functions, and digital signatures, etc.) shall be used.
- ***Confidentiality*** – Controls shall be included to ensure that SBU information collected, stored, and transmitted by the system is protected against compromise. A risk analysis and vulnerability assessment shall be performed to determine if threats to the SBU exist. If it exists, data encryption shall be used to mitigate such threats.
- ***Availability*** – Controls shall be included to ensure that the system is continuously working and all services are fully available within a timeframe commensurate with the availability needs of the user community and the criticality of the information processed.
- ***Data Labeling***. – The contractor shall ensure that documents and media are labeled consistent with the DHS *Sensitive Systems Handbook*.

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES	
				1 20	
2. AMENDMENT/MODIFICATION NO.		3. EFFECTIVE DATE		4. REQUISITION/PURCHASE REQ. NO.	
P00004		See Block 16C		5. PROJECT NO. (If applicable)	
6. ISSUED BY		7. ADMINISTERED BY (If other than Item 6)		CODE	
USCIS Contracting Office Department of Homeland Security 70 Kimball Avenue South Burlington VT 05403		USCIS Contracting Office Department of Homeland Security 70 Kimball Avenue South Burlington VT 05403		CIS	
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)		9A. AMENDMENT OF SOLICITATION NO.		9B. DATED (SEE ITEM 11)	
IDEO LLC 100 FOREST AVE PALO ALTO CA 943011612		(x)			
(b)(4)		X		10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0032W HSSCCG-12-F-00200	
CODE		FACILITY CODE		10B. DATED (SEE ITEM 13)	
				04/25/2012	

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers is extended, is not extended.
 Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and its amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required) Net Increase: (b)(4)
 See Schedule

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
X	D. OTHER (Specify type of modification and authority) 52.212-4(c), Changes & 52.217-9, Option to Extend the Term of the Contract

E. IMPORTANT: Contractor is not, is required to sign this document and return 1 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

DUNS Number: (b)(4)
 AAP Number: 201200628 DO/DPAS Rating: NONE
 The purpose of this modification is to exercise option period 1 and option period 2, concurrently. The revised SOO is attached and is hereby incorporated into this order. CLINS 1001, 1002, 2001 and 2002 have been modified to reflect the changes to the SOO and are detailed below. This modification obligates and the total obligated is increased from to (b)(4)

All other terms and conditions remain unchanged.
 Discount Terms:
 Net 30
 Continued ...

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print)		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)	
<input type="text"/>		Amanda K. Duquette	
15C. DATE SIGNED		16B. UNITED STATES OF AMERICA	
5/22/13		Amanda K. Duquette (Signature of Contracting Officer)	
		16C. DATE SIGNED	
		05/29/2013	

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
GS-10F-0032W/HSSCCG-12-F-00200/P00004

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NAME OF OFFEROR OR CONTRACTOR
IDEO LLC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F) (b)(4)
	<p>FOB: Destination</p> <p>Change Item 1001 to read as follows (amount shown is the obligated amount):</p>				
1001	<p>Research and recommendation of best practices as described in section 7.2.A of the attached SOO.</p> <p>Accounting Info: LOITECH 000 EX 40-02-00-000 25-00-0000-00-00-00-00 GE-25-37-00 000000 Funded: [redacted] (b)(4)</p>	1	EA		
	<p>Change Item 1002 to read as follows (amount shown is the obligated amount):</p>				
1002	<p>Development of visual engagement framework as described in section 7.2.B of the attached SOO.</p> <p>Accounting Info: LOITECH 000 EX 40-02-00-000 25-00-0000-00-00-00-00 GE-25-37-00 000000 Funded: [redacted] (b)(4)</p>	1	EA		
	<p>Change Item 2001A to read as follows (amount shown is the obligated amount):</p>				
2001A	<p>Design concepts for testing of customer service interactions at the Customer Call Center as described in section 7.2.C.i of the attached SOO.</p> <p>Accounting Info: LOITECH 000 EX 40-02-00-000 25-00-0000-00-00-00-00 GE-25-37-00 000000 Funded: [redacted] (b)(4)</p>	1	EA		
	<p>Add Item 2001B as follows:</p>				
2001B	<p>First round of user testing of concepts, including a summary of results from user testing. Formulation of higher fidelity prototypes as described in section 7.C.2.ii of the attached SOO.</p> <p>Accounting Info: LOITECH 000 EX 40-02-00-000 25-00-0000-00-00-00-00 GE-25-37-00 000000 Funded: [redacted] (b)(4)</p>	1	EA		
	<p>Add Item 2001C as follows:</p> <p>Continued ...</p>				

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
 GS-10F-0032W/HSSCCG-12-F-00200/P00004

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NAME OF OFFEROR OR CONTRACTOR
 IDEO LLC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)	(b)(4)
2001C	Conduct second round of user testing. Development of a comprehensive design of the USCIS Customer Call Center as described in section 7.2.C.iii of the attached SOO. Accounting Info: LOITECH 000 EX 40-02-00-000 25-00-0000-00-00-00-00 GE-25-37-00 000000 Funded: [REDACTED] (b)(4) Accounting Info: ADMIN00 000 EX 40-01-00-000 25-00-0000-00-00-00-00 GE-25-37-00 000000 Funded: [REDACTED] (b)(4) Change Item 2002 to read as follows (amount shown is the obligated amount):					
2002	Other Direct Costs: Travel Estimate. Not-to-Exceed Amount of [REDACTED] (b)(4) Accounting Info: ADMIN00 000 EX 40-01-00-000 25-00-0000-00-00-00-00 GE-25-37-00 000000 Funded: [REDACTED] (b)(4)	1	LO			

Statement of Objectives

1. Title of Project

Department of Homeland Security (DHS), U.S. Citizenship & Immigration Services (USCIS), Customer Service Directorate (CSD) - New Customer Service Delivery Model, Development and Implementation Plan.

2. Background

USCIS oversees the process for lawful immigration to the United States in accordance with the provisions of the Immigration and Nationality Act ("INA"). USCIS is responsible for ensuring the integrity of the U.S. immigration system, granting immigration and citizenship benefits, providing accurate and useful information regarding immigration cases, and promoting awareness and understanding of United States citizenship.

The processes for obtaining and maintaining immigration benefits through USCIS can be complex, time-consuming, and difficult for applicants to navigate. USCIS provides a toll-free telephone number for customers needing assistance throughout the processes. This telephone assistance has since been augmented by the establishment of web-based services.

The telephone services still represent the vast majority of customer inquiries. CSD receives approximately 12 million inbound phone calls each year. These calls are handled in reverse pyramid fashion, with all calls being answered first (24 X 365) by an Interactive Voice Response system with an elaborate prompting tree. Some prompts deliver information and conclude the contact with the customer at that point. Other prompts transfer callers to live service during the hours of 8am to 8pm local service time by Tier 1 Customer Service Representatives (CSRs). The Tier 1 CSRs provide service based upon tightly controlled scripts. Depending upon customer need, some of the scripts serve the customer immediately and the call is concluded. Other scripts lead the CSR to transfer the caller to a Tier 2 Immigration Services Officer (ISO), who are trained immigration officers and have access to more customer information. Some Tier 1 and 2 calls result in a further service request (SRMT) forwarded to other USCIS operational offices for resolution.

The model of customer service briefly described above has served the agency efficiently for a number of years. However, the agency is in the midst of a major transformation initiative that will transform the methods in which our agency connects with customers and their representatives. USCIS Transformation is an agency-wide effort to move immigration services from a paper-based system to a modern, electronic environment called the USCIS Electronic Immigration System (USCIS ELIS). USCIS ELIS will revolutionize the way USCIS does business, and reflects our commitment to redesign our business processes to ensure we deliver the most effective and reliable operating model for the 21st century. USCIS ELIS includes a simplified, Web- and account-based system that will allow benefit seekers to submit and track their applications. Similar to online banking, customer accounts will provide a single, electronic mechanism for submitting

information and managing benefit requests. Customers will be able to use online accounts to:

- Submit multiple applications,
- Access communications from USCIS about their applications,
- Update personal information and schedule appointments,
- Respond to requests, and
- View the status of their cases and history of interactions with USCIS.

The new system will also allow USCIS to:

- Deliver more accurate and secure customer service, including providing improved general information about filing procedures to customers and enabling USCIS to quickly access all relevant information that is available about a customer, and
- Process cases with greater consistency and security.

These improvements will result in more complete, accurate and timely responses to customer requests.

USCIS ELIS will be deployed in multiple phases to cover all kinds of immigration benefits. Online tools for select nonimmigrant benefit types will be deployed first, beginning with certain I-539 applications (Application to Extend/Change Nonimmigrant Status) in 2012.

In addition to USCIS' transformation initiative, there have been major changes in customer contact/service mechanisms throughout the global economy. CSD seeks to undergo a major transformation and find the most effective design for providing immediate and long-term customer service improvements.

3. Type of Contract

Firm-fixed price with travel costs reimbursable in accordance with section 12 of the SOO.

4. Period of Performance

The period of performance for this task order is a base period of 120 calendar days after the issuance of the notice to proceed (NTP) by the Contracting Officer (CO) and one optional period of five (5) months. The optional period can be exercised in the period consisting of the twelve (12) months following the issuance of the NTP. The optional period if exercised could result in nine (9) months of performance occurring in phases that could span a period of up to seventeen (17) months following the issuance of the notice to proceed.

The contractor shall identify and initiate the security requirement for all personnel performing on this order within 5 business days following award.

5. Place of Performance

The place of performance will be at the Contractor's facility with frequent in-person meetings required at USCIS facilities in Washington, DC.

6. Scope

The USCIS objective is to redesign the customer inquiry process, including the methods by which customers contact us and the manner in which we resolve their questions and concerns as well as to "revamp" our entire customer service delivery model. The term customer inquiry is used to describe the contacts customers make with USCIS outside of the submission of their application and supporting documents. These customer inquiries often include questions about the status of their application, submission of address changes, general process questions, and many additional types of inquiries, some of which require numerous steps to achieve resolution. USCIS receives those inquiries today through three primary modes (channels) – Web, Telephone, and Face-to-Face – and subsequently resolves those inquiries either during the initial contact or at a later time, usually through the same channel or through written correspondence. The current processes result in excessive repetitiveness, with a very low first-contact resolution percentage.

The description of our current design of telephone services is provided as background for reference only and is not intended to limit the redesigned customer service model to any one channel. Additionally, although the telephone channel has been emphasized in the past, USCIS specifically desires to overcome the inherent limitations of traditional call center designs. The primary goal is to go significantly beyond finding minor efficiency gains within our existing call centers and interactive voice-response systems. USCIS seeks to dramatically change the entire USCIS customer experience in all dealings with USCIS to include in person, telephonic, correspondent, internet, etc.

USCIS requires a contractor to conduct a high level review and assessment of the current USCIS customer inquiry/service model with senior members of the Customer Service and Public Engagement Directorate in conjunction with other key USCIS stakeholders, for example, Office of Communications, Office of Performance and Quality Management, Office of Information Technology (OIT) and Office of Transformation Coordination (OTC), with the primary goal of dramatically and quickly improving customer service delivery for USCIS. The contractor will be required to coordinate with the OTC and OIT regarding current legacy systems and our future state design. While a general understanding of USCIS' mission and processes is important, it is crucial that there is a demonstrated understanding of dynamic customer service environments with specific emphasis on multimodal approaches using "world class" approaches to customer service. Thus, the contractor shall have demonstrated extensive expertise in developing and implementing customer service delivery models/plans for large/complex organizations (either in Government or non-governmental entities).

The objective is to rapidly review and analyze our customer inquiry work flow processes, accumulate global best practices and innovative ideas for consideration, and develop the most effective and realistic future-state design for our customer service delivery model. The emphasis here is on widespread and imaginative redesign that results in an

innovative and efficient customer service framework. USCIS expects that the future-state design will address gaps that include both technology and non-technology components. The emphasis on creating the most appropriate model/design is first for immediate change/impact to start, followed by recommendations that may require more elaborate and time/cost burdened technology changes. The complete model and improvement plan will include a short term/immediate design with recommendations, and a future-state design that will include technological changes – some of which may not be feasible in the short-term.

7. Tasks

7.1 Base Period Tasks

7.1.1 Customer Service Delivery Model and Improvement Plan

The Customer Service Delivery Model and Improvement Plan shall present a complete approach to improving the overall efficiency and effectiveness of the Directorate and related agency processes as they relate to all modes of customer service delivery. The initial assessment and identification of current gaps in customer service delivery may involve several meetings with internal/external stakeholders, interviews, and review of existing documentation on the general “condition” of USCIS’ customer service delivery.

The contractor shall provide the management and staffing necessary to meet the objectives of the SOO. This requirement necessitates a review and assessment of USCIS’ customer inquiry work flow process and methodologies, the development of a new model and an improvement plan for USCIS to progress to the model. The improvement plan shall identify gaps and provide detailed strategic recommendations for enhanced operations and processes to obtain the most innovative, efficient and effective design structure for supporting and/or curtailing customer inquiries (both repeat inquiries and inquiries that require live assistance). An objective of the new customer service model and improvement plan is that the recommendations, if implemented, will provide widespread improvements. The recommendations shall explain how the result will benefit USCIS and related processes by identifying methods to dramatically increase overall service satisfaction through improving the quality, timeliness, effectiveness and efficiency of our customer service. USCIS expects that the recommendations, if implemented, will result in efficiencies that will result in cost savings and/or cost avoidance as they will, among other things, result in customer inquiry avoidance (in person, telephonic and written) and increases to the first-contact resolution percentage.

The design model must address and accommodate for a complex and diverse customer base that varies significantly in education level, access to information technology, proficiency with the English language, cultural differences, etc. USCIS expects that the customer service design model will incorporate each factor of our customer demographic and will not be a one-size-fits-all model, but will provide for a varied architecture.

The approach must be realistic, feasible, reasonable, affordable and with the short term/immediate design model recommendations, capable of being implemented within 45 days of acceptance by USCIS. At a minimum the plan shall address the following areas:

- High level assessment of existing customer service processes;
- Listing of the primary alternatives/recommendations for consideration;
- Recommendation of the immediate changes that can be implemented to positively impact the customer service provided by USCIS through the short term/immediate design model;
- Recommendation of the most effective Future-State Design considering the Transformation initiative currently in process at USCIS;
- Most probable impact and outcomes in volume and satisfaction, by each alternative and categorical process type;
- List of the most challenging obstacles to overcome for successful implementation;
- Development of Plan alternatives and recommendations to facilitate executive decision-making; and
- Suggested milestones for full implementation of each recommendation, prioritized and presented with those initiatives that will offer fast/immediate impact/improvements

7.1.2 Presentation Services

- Design and deliver formal presentations of developed material in Task 7.1 above to facilitate senior leadership decision making and discussion.

7.2 Optional Period Tasks

If exercised, there shall be one five (5) month option period. A Notice to Proceed (NTP) will be issued by the CO establishing the period of performance for the optional period following option exercise.

U.S. Citizenship and Immigration Services requires the Contractor to develop a detailed service design for a multi-channel Customer Contact Center (CCC) at a fixed price. This CCC design will transform the agency's current Call Center structure by offering multiple communication channels for customers while capturing information about customer preferences and personalizing interactions. The design will address all communication channels for CCC customers, including phone, email, web chat and social media outlets and will include methods to capture information about customer preferences and how best to personalize interactions. Design recommendations must fully integrate with ELIS and operate within or in conjunction with existing USCIS Call Center or legacy systems. Such recommendations shall include an independent front-end web portal concept. They must also be in-line with industry standards and best practices.

In addition, USCIS requires a detailed visual engagement framework for the implementation and adoption of a new customer relations approach in the context of its overall agency transformation and identity strategies.

The framework and detailed service design will include a graphic element and be flexible enough to be replicated in other customer engagement contexts outside of the CCC but within USCIS.

7.2.A The Contractor will conduct research to identify Contact Center best practices from private and government sectors. The Contractor shall use proven best practices as the basis for recommendations to the agency. This deliverable is due 30 calendar days following the issuance of the option period NTP.

- Research shall focus on comparable experiences identified during the base task order period.
- Recommended application needs to correlate with agency capabilities consistent with USCIS business transformation efforts.
- USCIS will work with the contractor to facilitate visits to other US governmental agencies that have successfully implemented substantial redesigns of their brand and digital interactions.

7.2.B The Contractor will develop a detailed visual engagement framework, which includes a signature graphic element, for the CCC following Department of Homeland Security guidelines which will be provided at the time of the option period NTP. This design effort is to reflect the agency's identity and current transformation efforts and aid in the implementation and adoption of the redesigned customer relations approach.

- The Contractor will generate a minimum of three preliminary concepts for USCIS consideration. The preliminary concepts will be provided to the COR 50 calendar day following the issuance of the option period NTP.

7.2.C The Contractor shall develop a comprehensive design of the CCC that incorporates stakeholder feedback and industry best practices. This design will include detailed designs for remote agents and all virtual customer access points, including the telephone, email, web chat, and social media. This deliverable is due 20 weeks following the issuance of the option period NTP.

At a minimum, the design should encompass a detailed mapping of all the virtual customer touch points specified below from the perspective of both customers and USCIS employees, such as stakeholders, managers, officers, and technical staff. As the project evolves, USCIS may ask the Contractor to design additional or alternative touchpoints. The Contractor will accommodate such reasonable requests provided that they can be designed with the team, timeline, and budget of the original requirement specified below.

Email – The contractor shall document the design and business requirements for interacting with customers using email or other comparable form of electronic communication in and outside the ELIS environment.

Web Chat - The contractor shall document the design and business requirements for initiating and managing web chats in and outside the ELIS interface.

Social Media – The contractor shall make detailed recommendations on how best to incorporate social media channels such as Facebook and Twitter into normal business practices at the CCC.

In conjunction with the design of the CCC, USCIS requires the Contractor to hold feedback sessions during this 20-week period of performance of the design deliverable, at the end of each USCIS IT release in the agile development process as possible and appropriate as determined by USCIS. The exact quantity of releases is unknown at this time but shall not exceed three releases. The Contractor shall validate prototypes and models through internal and external user testing and feedback sessions. The participant recruiting for all such sessions shall be the responsibility of USCIS. All these engagements will be in coordination with USCIS SMEs and approved by USCIS in advance of scheduling. The feedback obtained shall be provided to the COR within 5 business days of the sessions and incorporated in the design of the CCC.

The agency will convene groups of internal and external stakeholders to vet the visual engagement framework design concepts, as appropriate. USCIS will select one concept and notify the Contractor within 80 calendar days following the issuance of the option period. The Contractor will deliver the final visual engagement design guidelines and templates for its application in the following media: Web, mobile applications, social media, posters and customer correspondence. This deliverable will be delivered alongside the deliverables in section 7.2.C.

The tasks of 7.2.C are broken down into three sub-tasks that are separately priced on a fixed price basis as follows:

7.2.C.i - The Contractor will create initial design concepts for testing of the virtual customer service interactions at the CCC. At this point these concepts may still take the form of static screens and sketches--the idea is to develop concepts with enough fidelity to be tested for directional correctness and refinement; further development, with more interaction build-out, will be applied as concepts achieve a higher level of refinement. This deliverable is due 8 weeks following the issuance of the option period NTP.

7.2.C.ii - The Contractor will conduct the first round of user testing on the concepts designed in 7.2.Bii, create a summary of results from the first phase of user testing, and design higher fidelity prototypes for testing the virtual customer service interactions of the CCC. These two deliverables will be due 12 weeks following the issuance of the option period NTP.

7.2.C.iii - The Contractor will conduct a second round of user testing and complete the comprehensive design of all the virtual customer touchpoints specified above from the perspective of both customers and USCIS employees, such as stakeholders, managers,

officers, and technical staff. The following deliverables will be delivered 20 weeks following the issuance of the option period NTP.

- Summary of results from the second phase of user testing
- Final prototypes (including looks-like and/or works-like interactive prototypes as appropriate) for the virtual customer service interactions at the CCC. These prototypes, while they will be technically feasible within USCIS infrastructure, will not be launch-ready.
- Style guide for the application of the selected CCC signature graphic element to web, mobile, social media, posters, and customer correspondence
- Final Presentation at the CCC or in Washington DC
- Submission of final deliverables to USCIS
- Training session on redesigned customer relations approach, including visual engagement framework and its application

8. Key Personnel

The Contractor shall provide the following key personnel to meet the requirements of this contract. The personnel proposed shall possess the required knowledge to perform under this contract, minimum qualification requirements for education and experience are stated below:

Program Manager:

- must have ten (10) years demonstrated experience directly related to customer service delivery design, management, and implementation of process improvement across varying modes, of which at least five (5) years shall be managing teams tasked with the aforementioned functions
- must have a Master's degree in a related field
- additional experience in large/complex customer service delivery models and business lines is preferred

Senior Consultant:

- must have six (6) years demonstrated experience directly related to customer service delivery design, management and implementation of process improvement across varying modes
- must have a Master's degree in a related field
- additional experience in large/complex customer service delivery models and business lines is preferred

The CO must approve all changes in Key Personnel. Prior to changes in Key Personnel, the Contractor shall notify the CO via the COR reasonably in advance (but not less than 15 days prior) and shall submit a justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact of this change to the task order.

9. Deliverables

An electronic copy of the draft process improvement plan will be due to the Contracting Officer Representative (COR) with a copy to the CO within 90 calendar days of the issuance of the NTP. USCIS will review the draft and provide comments within 15 calendar days of receipt. The Contractor shall address USCIS' comments and provide an electronic copy of the final deliverable within 15 calendar days of receipt of USCIS' comments on the draft plan.

For the deliverables developed in accordance with Task 7.2, the deliverable due dates are detailed in section 7.2. All deliverables shall be submitted electronically to the COR with a copy to the CO.

All documentation developed by the Contractor shall become the property of the Government and shall not contain proprietary markings.

10. Contracting Officer's Representative (COR)

Adrienne Diggs
US Citizenship & Immigration Services
Office of Planning and Coordination
Customer Service & Public Engagement Directorate
20 Massachusetts Avenue, NW
Washington D.C. 20529
Telephone: 202-272-1161

11. Post-Award Conference

The contractor shall meet with the CO, COR and Program Manager for a Post-Award Conference at a date and time to be determined by the CO, normally within seven days following date of award. The purpose of the meeting will be to identify primary points of contact, discuss scope, tasks, and understanding of technical approach.

12. Government Furnished Resources and Information

The Government will provide the following support for the performance of this contract:

- Documentation - access to manuals, reports, and related materials necessary to perform these tasks
- Standard Operating Procedures (SOPs) and published policies
- Office space at USCIS sites will be provided when necessary for contractor staff to include a desk, phone, and standard office supplies such as paper, pens, notebooks, etc.

13. Travel

Travel to Washington, DC and one or more USCIS locations may be requested. Travel shall not be performed in connection with this contract without prior written approval of the COR. The Contractor shall be reimbursed for travel in accordance with the Federal Travel Regulations. Upon completion of travel, all documentation associated with the respective travel shall be submitted with the next scheduled invoice. Local travel,

defined as within 50 miles of the USCIS Offices at 20 Mass Ave, NW in Washington DC, will not be reimbursed under this contract vehicle.

14. Invoicing

Invoicing for travel expenses shall occur on a monthly basis and the fixed price CLINs shall be invoiced after the delivery of the final deliverable for that CLIN. All invoices shall be received by the 10th day of the following month. All invoices for this agreement shall be submitted electronically to the COR.

To constitute a proper invoice, the invoice must include the following information and/or attached documentation:

- (1) Name of Contractor
- (2) Invoice date
- (3) Order number
- (4) Period of Performance associated with the invoice
- (5) Total FFP associated/allocated to invoiced period of performance and travel, itemized to include all travel receipts
- (6) Payment terms
- (7) Name where practicable, title, phone number, and complete mailing address of responsible official to whom payment is to be sent
- (8) Other substantiating documentation or information as required by the contract

15. Organizational Conflicts of Interest

Firms are required to certify that there are no Organizational Conflicts of Interest resulting from providing services to include any conflicts resulting as a result of performance of call center operation services (i.e. USCIS' NCSC Tier 1 services). Additionally, any firm performing on this contract will be required to sign a non-disclosure agreement and will be prohibited from using any information gained from USCIS through that contract in its representation of any other firm before USCIS.

16. Limitations on Future Contracting

Any firm performing on this contract may be prohibited from consideration in potential future acquisitions that are released in response to implementation of any of the recommendations in the plan.

17. Privacy Awareness

The contractor will not have access to personally identifiable information from USCIS for the purposes of this contract.

18. Security Requirements

GENERAL

U.S. Citizenship & Immigration Services (USCIS) Security has determined that performance of this contract requires that the Contractor, subcontractor(s), vendor(s), etc. (herein known as Contractor), have access to USCIS' facilities and that the Contractor will adhere to the following.

SUITABILITY DETERMINATION

USCIS shall have and exercise full control over granting, denying, withholding or terminating unescorted facility access for Contractor employees based upon the results of a FBI Fingerprint Check. No employee of the Contractor shall be allowed unescorted facility access without a favorable suitability determination by the Office of Security & Integrity (OSI).

BACKGROUND INVESTIGATIONS

Contract employees (to include applicants, temporaries, part-time and replacement employees) under the contract, needing unescorted facility access shall undergo a fingerprint check. All fingerprint checks will be processed through OSI. Prospective Contractor employees shall submit the following completed forms to OSI through the COTR no less than 30 days before the starting date of the contract or 30 days prior to entry on duty of any employees, whether a replacement, addition, subcontractor employee, or vendor:

1. Standard Form 85P, "Questionnaire for Public Trust Positions"
2. DHS Form, 11000-6, "Non-Disclosure Agreement Form"
3. FD Form 258, "Fingerprint Card" (2 copies)
4. Position Designation Determination for Contract Personnel Form
5. Foreign National Relatives or Associates Statement

USCIS will provide required forms at the time of award of the contract. Only complete packages will be accepted by OSI. Specific instructions on submission of packages will be provided upon award of the contract.

USCIS will consider only US Citizens and Lawful Permanent Residents for employment on this contract.

EMPLOYMENT ELIGIBILITY

The Contractor must agree that each employee working on this contract will have a Social Security Card issued and approved by the Social Security Administration. The Contractor shall be responsible to USCIS for acts and omissions of his own employees and for any Subcontractor(s) and their employees to include financial responsibility for

all damage or injury to persons or property resulting from the acts or omissions of the contractor's employees.

Subject to existing law, regulations and/or other provisions of this contract, illegal or undocumented aliens will not be employed by the Contractor, or with this contract. The Contractor will ensure that this provision is expressly incorporated into any and all Subcontracts or subordinate agreements issued in support of this contract.

CONTINUED ELIGIBILITY

If a prospective employee is found to be ineligible for access to USCIS facilities or information, the COTR will advise the Contractor that the employee shall not continue to work or to be assigned to work under the contract.

USCIS reserves the right and prerogative to deny and/ or restrict the facility and information access of any Contractor employee whose actions are in conflict with the standards of conduct, 5 CFR 2635 and 5 CFR 3801, or whom USCIS determines to present a risk of compromising sensitive but unclassified information to which he or she would have access under this contract.

The Contractor will report any adverse information coming to their attention concerning contract employees under the contract to USCIS OSI. The subsequent termination of employment of an employee does not obviate the requirement to submit this report. The report shall include the employees' name and social security number, along with the adverse information being reported.

OSI must be notified of all terminations/ resignations within five days of occurrence. The Contractor will return any expired USCIS issued identification cards and building passes, or those of terminated employees to the COTR. If an identification card or building pass is not available to be returned, a report must be submitted to the COTR, referencing the pass or card number, name of individual to whom issued, the last known location and disposition of the pass or card.

SECURITY MANAGEMENT

The Contractor shall appoint a senior official to act as the Corporate Security Officer. The individual will interface with OSI through the COTR on all security matters, to include physical, personnel, and protection of all Government information and data accessed by the Contractor.

The COTR and OSI shall have the right to inspect the procedures, methods, and facilities utilized by the Contractor in complying with the security requirements under this contract. Should the COTR determine that the Contractor is not complying with the security requirements of this contract; the Contractor will be informed in writing by the Contracting Officer of the proper action to be taken in order to effect compliance with such requirements.

Federal Acquisition Regulations (FAR) clauses

52.252-2 Clauses Incorporated By Reference (FEB 1998)

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

(End of clause)

52.217-9 Option to Extend the Term of the Contract (MAR 2000)

(a) The Government may extend the term of this contract by written notice to the Contractor within 15 days; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 30 days before the contract expires. The preliminary notice does not commit the Government to an extension.

(b) If the Government exercises this option, the extended contract shall be considered to include this option clause.

(c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed 30 months.

(End of clause)

52.222-54 Employment Eligibility Verification (JAN 2009)

52.227-17 Rights in Data – Special Works (DEC 2007)

FAR 52.222-41, Service Contract Act of 1965 (NOV 2007)

NOTE: All services provided under this order are subject to the DOL Wage Determination Number 2005-2103 Rev. 11 Dated 06/13/2011.

FAR 52.222-42, Statement of Equivalent Rates for Federal Hires (May 1989)

In compliance with the Service Contract Act of 1965, as amended, and the regulations of the Secretary of Labor (29 CFR Part 4), this clause identifies the classes of service employees expected to be employed under the contract and states the wages and fringe benefits payable to each if they were employed by the contracting agency subject to the provisions of 5 U.S.C. 5341 or 5332.

Employee Class: Administrative Support Assistant, GS-0303-07 step 4

Monetary Wage - Fringe Benefits: \$22.25/hour

(End of clause)

Homeland Security Acquisition Regulations (HSAR) clauses in full text:

Homeland Security Acquisition Regulation (HSAR) clauses and provisions incorporated by reference and in full text. The full text of HSAR clauses may be accessed electronically at this internet address:

http://www.dhs.gov/xlibrary/assets/opnbiz/cpo_hsar_finalrule.pdf

HSAR 3052.242-72, Contracting Officer's Technical Representative (DEC 2003)

(a) The Contracting Officer may designate Government personnel to act as the Contracting Officer's Technical Representative (COTR) to perform functions under the contract such as review or inspection and acceptance of supplies, services, including construction, and other functions of a technical nature. The Contracting Officer will provide a written notice of such designation to the Contractor within five working days after contract award or for construction, not less than five working days prior to giving the contractor the notice to proceed. The designation letter will set forth the authorities and limitations of the COTR under the contract.

(b) The Contracting Officer cannot authorize the COTR or any other representative to sign documents, such as contracts, contract modifications, etc., that require the signature of the Contracting Officer

(End of clause)

HSAR 3052.215-70 Key Personnel or Facilities. (DEC 2003)

(a) The personnel or facilities specified below are considered essential to the work being performed under this contract and may, with the consent of the contracting parties, be changed from time to time during the course of the contract by adding or deleting personnel or facilities, as appropriate.

(b) Before removing or replacing any of the specified individuals or facilities, the Contractor shall notify the Contracting Officer, in writing, before the change becomes effective. The Contractor shall submit sufficient information to support the proposed action and to enable the Contracting Officer to evaluate the potential impact of the change on this contract. The Contractor shall not remove or replace personnel or facilities until the Contracting Officer approves the change.

The Key Personnel or Facilities under this Contract:

Program Manager

Senior Consultant

(End of clause)

HSAR 3052.242-71 Dissemination of contract information (DEC 2003)

The Contractor shall not publish, permit to be published or distribute for public consumption, any information, oral or written, concerning the results or conclusions made pursuant to the performance of this contract, without the prior written consent of the Contracting Officer. An electronic or printed copy of any material proposed to be published or distributed shall be submitted to the Contracting Officer.

(End of clause)

Advertisements, Publicizing Awards, and News Releases

All press releases or announcement about agency programs, projects, and contract awards need to be cleared by the Program Office and the Contracting Officer. Under no circumstances shall the Contractor, or anyone acting on behalf of the Contractor, refer to the supplies, services, or equipment furnished pursuant to the provisions of this contract

in any publicity news release or commercial advertising without first obtaining explicit written consent to do so from the Program Office and the Contracting Officer.

The Contractor agrees not to refer to awards in commercial advertising in such a manner as to state or imply that the product or service provided is endorsed or preferred by the Federal Government or is considered by the Government to be superior to the other products or services.

(End of clause)

Non-Personal Services

This is a "Non-personal Services" Task Order. The personnel rendering the services are not subject, either by the contract's terms or by the manner of its administration, to the supervision and control usually prevailing in relationships between the Government and its employees. Should any USCIS employee other than the COR or CO ask or direct a Contract employee to deviate from established production requirements, priorities, or performance procedures and requirements, the Contractor employee will refer the matter to the designated POC for resolution.

(End of clause)

HSAR 3052.209-73 Limitation of Future Contracting (JUNE 2006)

- (a) The Contracting Officer has determined that this acquisition may give rise to a potential organizational conflict of interest. Accordingly, the attention of prospective Quoters is invited to FAR Subpart 9.5--Organizational Conflicts of Interest.
- (b) The nature of this conflict is the recommendations and development of a future end state design of USCIS' customer service model.
- (c) The restrictions upon future contracting are as follows:
 - (1) If the Contractor, under the terms of this contract, or through the performance of tasks pursuant to this contract, is required to develop specifications or statements of work that are to be incorporated into a solicitation, the Contractor shall be ineligible to perform the work described in that solicitation as a prime or first-tier subcontractor under an ensuing DHS contract. This restriction shall remain in effect for a reasonable time, as agreed to by the Contracting Officer and the Contractor, sufficient to avoid unfair competitive advantage or potential bias (this time shall in no case be less than the duration of the initial production contract). DHS shall not unilaterally require the Contractor to prepare such specifications or statements of work under this contract.
 - (2) To the extent that the work under this contract requires access to proprietary, business confidential, or financial data of other companies, and as long as these data remain proprietary or confidential, the Contractor shall protect these data from unauthorized use and disclosure and agrees not to use them to compete with those other companies.

(End of clause)

Organizational Conflict of Interest

- (a) The Contractor warrants that, to the best of the Contractor's knowledge and belief, there are no relevant facts or circumstances which could give rise to an organizational

conflict of interest, as defined in FAR Subpart 9.5, or that the Contractor has disclosed all such relevant information.

(b) Prior to commencement of any work, the Contractor agrees to notify the CO immediately that to the best of its knowledge and belief, no actual or potential conflict of interest exists or to identify to the CO any actual or potential conflict of interest the firm may have. In emergency situations, however, work may begin but notification shall be made within five (5) working days.

(c) The Contractor agrees that if an actual or potential organizational conflict of interest is identified during performance, the Contractor shall immediately make a full disclosure in writing to the CO. This disclosure shall include a description of actions which the Contractor has taken or proposes to take, after consultation with the CO, to avoid, mitigate, or neutralize the actual or potential conflict of interest. The Contractor shall continue performance until notified by the CO of any contrary action to be taken.

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

(End of clause)

Disclosure of Information

Any information made available to the Contractor by the Government must be used only for the purpose of carrying out the provisions of this task order and must not be divulged or made known in any manner to any person except as may be necessary in the performance of the order. The contractor will be required to sign a non-disclosure agreement.

In performance of this task order, the Contractor assumes responsibility for protection of the confidentiality of Government records and must ensure that all work performed by its subcontractors shall be under the supervision of the Contractor or the Contractor's responsible employees.

Each officer or employee of the Contractor or any of its subcontractors to whom any Government record may be made available or disclosed must be notified in writing by the Contractor that information disclosed to such officer or employee can be used only for a purpose and to the extent authorized herein, and that further disclosure of any such information, by any means, for a purpose or to an extent unauthorized herein, may subject the offender to criminal sanctions imposed by 19 U.S.C. 641. That section provides, in pertinent part, that whoever knowingly converts to their use or the use of another, or without authority, sells, conveys, or disposes of any record of the United States or whoever receives the same with intent to convert it to their use or gain, knowing

it to have been converted, shall be guilty of a crime punishable by a fine of up to \$10,000, or imprisoned up to ten years, or both.

(End of clause)

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE	PAGE OF PAGES 1 1
2. AMENDMENT/MODIFICATION NO. P00005	3. EFFECTIVE DATE See Block 16C	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (If applicable)
6. ISSUED BY USCIS Contracting Office Department of Homeland Security 70 Kimball Avenue South Burlington VT 05403	CODE CIS	7. ADMINISTERED BY (If other than Item 6)	CODE
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) IDEO LLC 100 FOREST AVE PALO ALTO CA 943011612 (b)(4)		(x)	9A. AMENDMENT OF SOLICITATION NO.
CODE		FACILITY CODE	9B. DATED (SEE ITEM 11)
		x	10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0032W HSSCCG-12-F-00200
			10B. DATED (SEE ITEM 13) 04/25/2012

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers is extended, is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)

See Schedule

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
X	D. OTHER (Specify type of modification and authority) 52.212-4(c), Changes

E. IMPORTANT: Contractor is not, is required to sign this document and return 1 copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

DUNS Number: (b)(4)

AAP Number: 201200628 DO/DPAS Rating: NONE

This modification is to issue the Notice-To-Proceed (NTP) for Option Period 1, effective June 12, 2013. The period of performance for this Option Period is hereby extended through October 30, 2013.

This is a no cost modification. All other terms and conditions remain unchanged.

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

	(b)(4)	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Amanda L. Steinhour	
	5C. DATE SIGNED 6/5/13	16B. UNITED STATES OF AMERICA <i>Amanda L. Steinhour</i> (Signature of Contracting Officer)	16C. DATE SIGNED 6/6/2013

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE	PAGE OF PAGES 1 2
2. AMENDMENT/MODIFICATION NO. P00006	3. EFFECTIVE DATE 10/30/2013	4. REQUISITION/PURCHASE REQ. NO. MGT140004	5. PROJECT NO. (if applicable)
6. ISSUED BY USCIS Contracting Office Department of Homeland Security 70 Kimball Avenue South Burlington VT 05403	CODE CIS	7. ADMINISTERED BY (if other than item 6)	CODE

8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code) IDEO LLC 100 FOREST AVE PALO ALTO CA 943011612 (b)(4)	(x) 9A. AMENDMENT OF SOLICITATION NO. 9B. DATED (SEE ITEM 11)	x 10A. MODIFICATION OF CONTRACT/ORDER NO. GS-10F-0032W HSSCCG-12-F-00200 10B. DATED (SEE ITEM 13) 04/25/2012
CODE	FACILITY CODE	

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

The above numbered solicitation is amended as set forth in item 14. The hour and date specified for receipt of Offers is extended. is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing items 9 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified. (b)(4)

12. ACCOUNTING AND APPROPRIATION DATA (if required) Net Increase: [redacted]
EXFD000 000 EX 50-01-00-000 23-00-0000-00-00-00-00 GE-25-45-00 000000

13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
X	D. OTHER (Specify type of modification and authority) 52.212-4(c), Changes

E. IMPORTANT: Contractor is not. is required to sign this document and return _____ 1 _____ copies to the issuing office

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)
DUNS Number: [redacted] (b)(4)
AAP Number: 201200628 DO/DPAS Rating: NONE
The purpose of this modification is to add CLIN 2003 for USCIS Connect Design work for the Quality Driven Workplace Initiative and to extend the period of performance of the task order from October 30, 2013 to November 22, 2013. The firm fixed price of CLIN 2003 is [redacted] (b)(4)

The work to be performed on CLIN 2003 consists of creating a design for the USCIS Connect website on the Quality Driven Workplace Initiative that incorporates the visual engagement framework of the Trailblazer project. The site will capture the themes of the initiative which include mentoring, constant feedback, employee empowerment, career growth and Continued ...

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print) [redacted]	16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Amanda K. Duquette
15C. DATE SIGNED 11/1/2013	16B. UNITED STATES OF AMERICA Amanda K. Duquette (Signature of Contracting Officer)
	16C. DATE SIGNED 10/30/2013

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
 GS-10F-0032W/HSSCCG-12-F-00200/P00006

PAGE OF
 2 2

NAME OF OFFEROR OR CONTRACTOR
 IDEO LLC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
2003	<p>development, peer to peer networking etc, tying the initiative into our mission in a focused way and resonating to the workforce in a visually compelling manner. The site needs to be designed in a way that makes it stand out and showcase that the initiative is a priority while marrying up to our website design confines and functionality capabilities. The requirement would include a telephonic kickoff with our Office of Human Capital and Training (HCT) Office team and the Director, the design prototype deliverable and a presentation of the design in person with the Director and HCT personnel. The contractor will have access to USCIS HCT personnel, the QDW steering committee, and SMEs from USCIS' Office of Information Technology regarding website design, capability and hosting questions.</p> <p>The final deliverable for this project would be a pdf or psd file with a design for how the landing page of the QDW initiative might look given current constraints, as well as a basic template (pdf or psd) for the design of sub-pages. This final deliverable is due November 22, 2013. The internal USCIS team would also receive guidance and design support as needed over the 3 week period, but there would be no specific end deliverable associated with this consulting work.</p> <p>The total amount obligated on this modification is [redacted] This increases the total amount obligated on this order from [redacted] to [redacted] (b)(4)</p> <p>All other terms and conditions remain unchanged. Discount Terms: Net 30 FOB: Destination</p> <p>Add Item 2003 as follows:</p> <p>USCIS Connect Design work for the Quality Driven Workplace Initiative</p>				<p>(b)(4)</p> <div data-bbox="1177 1473 1554 1608" style="border: 1px solid black; height: 60px; width: 100%;"></div>

[Redacted]

From: (b)(6) [Redacted]
Sent: Friday, November 01, 2013 2:16 PM
To: Steinhour, Amanda L; Duquette, Amanda K
Subject: (b)(4) FW: [Redacted]

FYI -

(b)(6) (b)(4)

From: [Redacted]
Sent: Friday, November 01, 2013 2:20 PM
To: Melero, Mariela; Rogers, Debra A; Simeon, David G; Lacot, Rosalina
Cc: Trailblazers
Subject: Final Project [Redacted] (b)(4)

Hi Mariela, Debbie, David, and Rosie,

It was great to see you in person last week! We all really enjoyed this project and can't wait to see where things go next.

As promised, below are updated links to the [Redacted] (b)(4)

[Redacted]

username [Redacted] (b)(6)
password [Redacted]

Please note: The [Redacted]

[Redacted]

[Redacted] (b)(4)

username [Redacted] (b)(6) (b)(5)
password [Redacted]

We updated the download links on the [Redacted] including the psd files, design details document, and assets for the visual identity. If you have any questions or difficulty accessing either site, please let us know.

As you move forward, if at any point we can help with design considerations or feedback, we'd love to stay connected.

Have a great weekend! (b)(4)

Best wishes,
Team [Redacted]