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**NITAAC Work Statement (Statement of Objectives (SOO)) Template**

**Note: Use of this template is not required.** This template has been provided as a streamlined approach to assist you in drafting your information technology work statement (WS). Please consult and work with your contracting officer early and often to determine what is appropriate to your requirement. We welcome your suggestions for improving this template; please send them directly to [NITAACsupport@nih.gov](mailto:NITAACsupport@nih.gov). Have you successfully used a WS under a NITAAC order and would like to share it with the government community? Please send us your sample and we will review and may post it on our website for others to access.

**In general, consider the following:**

* Use a coherent language approach. For instance, choose one way to describe a topic and consistently use that choice. If you are referencing an on-premise server you can also call this an on-site server. For a coherent approach choose either on-premise or on-site.
  + For extra credit (and a streamlined communication experience) practice plain language. Visit <https://www.plainlanguage.gov/> for practical tips.
* Structure your digital requirement in alignment with the USDS Playbook, <https://playbook.cio.gov/>.
* Adhere to the ‘Agile Manifesto’ principles[[1]](#footnote-1) when it makes sense.

As this is a guided template, this document contains instructional text and insights for completing each section. You are advised to delete all the template instructions once they are no longer useful to you.

# Project title

The title should be unique, descriptive, and be used consistently throughout the task order solicitation request process. Example: “Operations and Maintenance Support for the Web Security System (WSS)”.

# Introduction

Briefly describe what is being acquired (e.g., Task Area 1-10 for CIO-SP or CIO-SP SB). Include a description of services or a general description of items to be acquired.

# Background

Justify this effort in relationship to your agency’s mission. List other historical or parallel efforts such as other agency activities and industry efforts that provide additional information related to this WS. If this is for digital services, at a minimum list or reference your current operating environment. Diagrams, graphs, and other visual tools streamline industry’s ability to understand the government need.

# Objectives

Provide a concise overview of the program's goals and expectations that will be accomplished under this WS. A description of deliverables or requirements is not necessary since these will be included in the specific tasks section below. Objectives must be consistent with requirements and deliverables.

# Scope

Describe the general scope of work. In accordance with FAR 16.505, a performance based WS should be considered to the maximum extent practicable for services. Identify each CIO-SP task area that fits with your WS and then ensure that your tasks or deliveries are within the scope of the GWAC. Full descriptions of the task areas are located on the NITAAC CIO-SP web pages. The following are the titles of all ten tasks:

CIO-SP3 and CIO-SP3 SB Task Areas:

* Task Area 1. IT Services for Biomedical Research, Health Sciences, and Healthcare
* Task Area 2. Chief Information Officer (CIO) Support
* Task Area 3. Imaging
* Task Area 4. Outsourcing
* Task Area 5. IT Operations and Maintenance
* Task Area 6. Integration Services
* Task Area 7. Critical Infrastructure Protection and Information Assurance
* Task Area 8. Digital Government
* Task Area 9. Enterprise Resource Planning
* Task Area 10. Software Development

CIO-SP4 and CIO-SP4 SB Task Areas:

* Task Area 1: IT Services for Biomedical Research, Health Sciences, and Healthcare
* Task Area 2: Chief Information Officer (CIO) Support
* Task Area 3: Digital Media
* Task Area 4: Outsourcing
* Task Area 5: IT Operations and Maintenance
* Task Area 6: Integration Services
* Task Area 7: Critical Infrastructure Protection and Information Assurance
* Task Area 8: Digital Government
* Task Area 9: Enterprise Resource Planning
* Task Area 10: Software Development

# Performance objectives

The performance objectives must be written in terms of outcomes, which are specific, measurable, attainable, relevant, time-bound and related to the organization’s mission. **Do not** include a detailed task list or specific processes needed to meet the objectives. The contract holder (CH) will use the required performance objectives to determine the best solution to accomplish the objectives and will provide their solutions in the form of a detailed SOW or PWS in response to task order request instructions. State any deliverables, e.g., Non-disclosure forms, progress reports, quality assurance surveillance plan (QASP) – is used by the government’s official to monitor the quality of the contractor’s performance. A draft QASP may be submitted in response to the SOO, which can be finalized through discussion or soon after contract award and government acceptance. Remember the government loses its negotiating advantage once the contract is signed, so best practice is to negotiate the QASP prior to award if at all possible.

**SAMPLE OBJECTIVES**

The government is pursuing four broad objectives for this assessment:

# As Is network assessment against industry best practices (firm-fixed-price)

The government desires to have the current <XYZ> Network assessed against current industry network best practices. At a minimum the best practices shall encompass the government’s latest thinking about security, as detailed in NIST 800-53 and center for internet security (CIS) benchmark standards. The assessment shall encompass tools and technology, high-level processes (i.e., not a standard operating procedure-level review), and people skills. The government requires that the As Is assessment state <XYZ>’s current practice, if it meets current industry network best practices (e.g., red, yellow, green scale, etc.), and an explanation of the evaluation provided (i.e., the “why”).

<XYZ>’s network assessment shall encompass, at a minimum, the following areas:

1. **NIST and** **Center for Internet Security (CIS) Standards and Compliance** – The contract holder (CH) shall examine the <XYZ> network from the perspective of NIST and CIS security guidelines to determine any necessary changes required to enhance the existing <XYZ> security posture. This assessment shall be performed from the perspectives of overall network design and device/appliance configuration. All areas of CH’s analysis shall incorporate NIST and CIS compliance as an end goal.
2. **Network security boundaries** – The government understands vulnerabilities to exploits can exist both external and internal to a network enclave. Those enclaves include the following but are not limited to agency specific VLANs, facilities network, guest wireless, partner owned networks. For this reason, <XYZ>’s hard security zone boundaries exist to ensure exploit defense and vulnerability minimization are possible. The CH shall analyze the existing security boundaries within the <XYZ> network from the perspective of vulnerability minimization and compliance with NIST standards, CIS, industry best practices and provide recommendations for boundary definition improvements, as required.
3. …

The scope of the assessment shall include <XYZ>’s core network hardware, configurations, policies, services, and operating procedures as well as how they interface with other components of <XYZ>, partners, end-users, and connections to <XYZ> Cloud environments via VPN tunnels. Additionally, the CH shall conduct interviews of IT staff, IT leadership, and a sampling of end-users (both mission and administrative) to understand current and future pain points. This information shall define <XYZ>’s network objectives for the short, medium and long term, as agreed to by <XYZ> leadership, that informs a set of recommended high-level strategies that will assist <XYZ> to achieve those network objectives.

The CH shall brief a draft As Is assessment to <XYZ> leadership within 1-month of project kick-off for feedback and goal clarifications. This assessment shall be finalized within 2-months, or as directed by the government, of project kick-off and would become the foundational document for the remaining objectives.

# <XYZ> Network architecture future state (firm-fixed-price)

The CH shall provide a detailed future state document outlining <XYZ> network architecture incorporating network industry best practices and achieving <XYZ>’s network objectives. This shall be captured from senior leadership during the As Is assessment. The CH shall link where the future state achieves <XYZ>’s network objectives and provide any recommendations that bring <XYZ> network in alignment with industry network best practices. Investments and decision points shall be highlighted for ease of leadership review and decision making.

The CH shall brief a draft future state to <XYZ> leadership within 1-month of delivery of the As Is assessment for feedback and goal clarifications. The future state document shall be finalized within 2-weeks of its draft briefing.

# Special Projects – Time and materials or firm-fixed-price, as required by the government

During the duration of this contract, the government may require the CH’s support with special projects that relate to the refinement, implementation or adjustment of <XYZ>’s network objectives.

# DELIVERABLES

* Weekly status reports (i.e., standard report detailing activities accomplished per week)
* Monthly progress and financial report detailing contract progress and financial reports (format for monthly progress and financial reports to approved by government after award). Reports shall be detailed at the project level as specified per each task and shall include costs incurred to date and planned costs to project completion. Additional, weekly reports on specific task areas, action items and projects shall be provided as requested by the government.
* An external network assessment framework document
* Draft As Is network assessment
* Final As Is network assessment
* Draft future state network document
* Final future state network document

# Operating constraints

The SOO will provide CHs with the maximum flexibility to propose innovative approaches and solution. However, there may be constraints that the government must place on the solutions. This section shall identify all constraints associated with the requirement including, but not limited to, information assurance and architecture; network accessibility; security; privacy; safety considerations, constraints; and existing policies, directives, and standards.

# Place of performance

Specify whether work is to be performed at government site or off site.

# Deliverables/delivery schedule

Precisely describe the items to be delivered, both during the period of performance and at completion of the task order. Gather lists of deliverables from the deliverable section of each task and consolidate them in this section. For ease of contract administration, deliverables reference back to the requirement in the specific task section. Describe the schedule either in terms of calendar or business days from the date of award or in calendar days when other projects or program elements are dependent on the delivery (e.g., 10 calendar days after draft plan is approved). The table below provides an example list of deliverables.

|  |  |  |  |
| --- | --- | --- | --- |
| WS TASK # | DELIVERABLE TITLE | # CALENDAR DAYS AFTER TO AWARD | ACCEPTANCE CRITERIA |
| *6.1* | Project management plan (PMP) | Draft – 15, Final – 30 | Must accurately describe the work to be performed, meet all identified standards, be free of factual and grammatical errors, and be delivered on time. |
| 6.1.2 | In-process reports | Monthly, on 2nd Mondays | Must accurately portray work accomplished, meet all identified standards, be free of factual and grammatical errors and delivered on time. |
|  | (Continue as needed to document all deliverables) |  |  |

# Security

Agencies usually craft this section to be compliant with the security requirements and guidance of their information security and privacy officers. Other security requirements may also apply, and the ordering contracting officer is responsible for including these additional requirements in their solicitation and award.

## Confidential treatment of sensitive information (If this is not applicable to the project, delete this subsection.)

Include this subsection if the CH will have access to sensitive information and data during the performance of the task order. Review the clauses provided by your information security and privacy officers to see if you are already covered. This section may include such things as non-disclosure agreements, etc.

## System configuration security (If this is not applicable to your project, delete this subsection.)

If the services required include configuration of any systems or applications for which there exist agency configuration standards or NIST Security Checklist Standards, then the WS must require that these configurations conform to your agency or NIST standards.

# Government furnished information (GFI)

Identify any GFI that will be provided to the CH. This information is often best inserted into a table.

| **What it is** | **Where it is located** | **When the CH will have access to it** |
| --- | --- | --- |
| Auditing report on X system | Internal shared drive (Z:\\ …) | Post award |
| Policy on X system | Public website, linked at: https://www.sample.gov | Pre award |
| Architecture for X system | Teams site (https:// …) | Post award |
| (Continue as needed to document all GFI) |  |  |

To be compliant with the FAR, government furnished property (GFP) is incorporated in the terms and conditions as noted in FAR 45.201. The program office should compile the appropriate information and provide to the contracting officer. The contracting officer will decide to keep the GFP in the WS or move it to the task order terms and conditions.

| **The name, part number and description, manufacturer, model number, and National Stock Number** | **Quantity / unit of measure** | **Unit acquisition cost** | **Unique-item identifier or equivalent (if available and necessary for individual item tracking and management)** | **A statement as to whether the property is to be furnished in an "as-is" condition and instructions for physical inspection** |
| --- | --- | --- | --- | --- |
| 17ABC | EA | $2,076 | ZYWX1234 | Furnished as is |
| (Continue as needed to document all GFP) |  |  |  |  |

# Packaging, packing, and shipping instructions

Review FAR 52.212-4 Contract Terms and Conditions-Commercial Items[[2]](#footnote-2) to ensure anything added here is not a duplication or contradiction to that clause.

If required, the WS must state the following standard instructions at a minimum:

The CH shall ensure that all items are preserved, packaged, packed, and marked in accordance with best commercial practices to meet the packing requirements of the carrier and to ensure safe and timely delivery at the intended destination.

All data and correspondence submitted shall reference:

1. The CIO-SP authorization number (if applicable)
2. The NITAAC tracking number (if applicable)
3. The government agency
4. The contracting officer’s representative (COR) information

Containers shall be clearly marked as follows:

1. Name of CH
2. The CIO-SP authorization number (if applicable)
3. The NITAAC tracking number (if applicable)
4. Description of items contained therein
5. Consignee(s) name and address
6. State special requirements if they exceed these requirements.

# Inspection and acceptance criteria

Review FAR 52.212-4 Contract Terms and Conditions-Commercial Items[[3]](#footnote-3) to ensure anything added here is not a duplication or contradiction to that clause.

At a minimum, the WS must specify a final inspection and acceptance of all work performed, reports, and deliverables. State special requirements if they exceed the contract requirements.

1. **Other pertinent information or special considerations**

Include any special considerations or unique requirements necessary to accomplish the task order (e.g., specialized experience with UNIX, etc.) and any additional information that will be helpful in determining reasonable approaches and cost estimates for the TOR. As appropriate, this section should contain:

1. Contractor travel[[4]](#footnote-4) – For commercial items follow the directions in FAR 52.212-4 Alt I[[5]](#footnote-5), which states:
   1. (1) Other Direct Costs. The Government will reimburse the Contractor on the basis of actual cost for the following, provided such costs comply with the requirements in paragraph (i)(1)(ii)(B) of this clause: [Insert each element of other direct costs (e.g., travel, computer usage charges, etc. Insert ‘None’ if no reimbursement for other direct costs will be provided. If this is an indefinite delivery contract, the Contracting Officer may insert "Each order must list separately the elements of other direct charge(s) for that order or, if no reimbursement for other direct costs will be provided, insert ‘None’."]

Provide the appropriate information to your contracting officer so it may be inserted into the clause at the time of the solicitation.

# Key personnel

In general, current market research and contract administration has evidenced that key personnel are not recommended for modern information technology procurements. NITAAC GWAC CH have undergone and undergo an annual and thorough vetting process. NITAAC GWACS are designated by OMB as best in class. CH who are qualified by the tasks specified in your solicitation are already considered having the business capability of competing for this work. However, if your specific and current market research has indicated the task order performance would be at risk because a key person with a skill set so unique is challenging to maintain, then consider using a key personnel clause. Whether using a key personnel clause or not, consider alternate approaches to managing any high turnover or unfilled roles by monitoring performance and documenting it in CPARS.

If key personnel are considered essential to performance, be mindful of FAR limitations:

39.104 Information technology services.

When acquiring information technology services, solicitations must not describe any minimum experience or educational requirement for proposed contractor personnel unless the contracting officer determines that the needs of the agency –

(a) Cannot be met without that requirement; or

(b) Require the use of other than a performance-based acquisition (see subpart 37.6).

# Transition plan

Review FAR 52.237-3 to ensure anything added here is not a duplication or contradiction to that clause. Discuss the requirements that need to be identified for the work to be transferred to the government or a new CH and how the work would be transitioned. This may include tasking the current CH to develop a transition out plan. An example of such work may include a transition schedule (e.g., training of new staff, handover of documents, user guides, and other relevant material); tracking and accounting of government furnished equipment and security issues (e.g., return of badges, tokens, and closing of computer accounts).

1. <https://agilemanifesto.org/principles.html> [↑](#footnote-ref-1)
2. This example is for commercial items; if your requirement is noncommercial, use a clause appropriate to your requirement. [↑](#footnote-ref-2)
3. This example is for commercial items; if your requirement is noncommercial, use a clause appropriate to your requirement. [↑](#footnote-ref-3)
4. Review FAR 31.205-46 [↑](#footnote-ref-4)
5. This example is for commercial items; if your requirement is noncommercial, use a clause appropriate to your requirement. [↑](#footnote-ref-5)