Security Systems Assessment

REQUEST FOR QUOTE

RFQ # PCO-SSA2015

August 28, 2015

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Request for Quote Released</td>
<td>August 28, 2015</td>
</tr>
<tr>
<td>Deadline for Questions</td>
<td>September 15, 2015</td>
</tr>
<tr>
<td>Deadline for Quotes</td>
<td>September 25, 2015</td>
</tr>
<tr>
<td>Projected Award Date</td>
<td>October 16, 2015</td>
</tr>
<tr>
<td>Projected Start Date</td>
<td>October 26, 2015</td>
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About PCORI

PCORI was authorized by the Patient Protection and Affordable Care Act of 2010 as a non-profit, nongovernmental organization and is charged with helping patients, clinicians, purchasers, and policy makers make better-informed health decisions by “advancing the quality and relevance of evidence about how to prevent, diagnose, treat, monitor, and manage diseases, disorders, and other health conditions.” It does this by producing and promoting high-integrity, evidence-based information that comes from research guided by patients, caregivers, and the broader healthcare community.

PCORI’s strong patient-centered orientation directs attention to individual and system differences that may influence research strategies and outcomes. PCORI is charged with producing useful, relevant clinical evidence through the support of new research and the analysis and synthesis of existing research.

PCORI is committed to transparency and a rigorous stakeholder-driven process that emphasizes patient engagement. PCORI uses a variety of forums and public comment periods to obtain public input to enhance its work.

Patient-Centered Outcomes Research Institute
1828 L St., NW, Suite 900
Washington, DC 20036
Phone: (202) 827-7700
Fax: (202) 355-9558
Email: rfq@pcori.org

Follow us on Twitter: @PCORI
Opportunity Snapshot

PCORI seeks to identify a highly experienced contractor to perform Systems Security Assessments on all the internal and cloud-based systems currently utilized by PCORI. The security assessments will detail all systems hosting Personally Identifiable Information and Personal Health Information on behalf of PCORI.

PCORI expects to make one award under this RFP. The period of performance is estimated for a period of three months from the project start date.

This will be a cost-reimbursable contract. The Contractor will operate at the direction of, and receive guidance from, PCORI.
How to Proceed

1. **Review the Requirements**
   Examine all sections of the RFQ and learn about [what makes PCORI’s research different](#).  

2. **Consider the Evaluation Criteria**
   Consider the organization eligibility requirements and PCORI’s specific requirements to see whether your organization, your interests, and your capabilities fit this program. Check the PCORI website for any modifications or amendments up to the submission deadline.

3. **Develop Your Quote**
   Develop your response to accomplish the Scope of Work (SOW).

4. **Follow Submission Guidelines**
   See the [Submission Guidelines](#) section of this document.

5. **Submit Your Quote**
   Quotes are due by 5 pm (ET) on September 25, 2015.

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1 Available at pcori.org/research-we-support/pcor
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### Acronyms

<table>
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<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>BAFO</td>
<td>Best and final offer</td>
</tr>
<tr>
<td>NDA</td>
<td>Non-Disclosure Agreement</td>
</tr>
<tr>
<td>PCOR</td>
<td>Patient-centered outcomes research</td>
</tr>
<tr>
<td>PCORI</td>
<td>Patient-Centered Outcomes Research Institute</td>
</tr>
<tr>
<td>POC</td>
<td>Point of contact</td>
</tr>
<tr>
<td>RFQ</td>
<td>Request for Quote</td>
</tr>
<tr>
<td>SLA</td>
<td>Service Level Agreement</td>
</tr>
<tr>
<td>SOW</td>
<td>Scope of Work</td>
</tr>
</tbody>
</table>
Background

The Patient-Centered Outcomes Research Institute (PCORI) was created to conduct research to provide the best available evidence to help patients, those who care for them, payers, policy makers, and others make better informed decisions. PCORI’s research is intended to give patients and their caregivers a better understanding of the prevention, treatment, and care options available and the science that supports those options.

PCORI is going through multiple systems implementation and customization projects in which enterprise computer software products are being utilized as well as collaborative software and social media products. PCORI’s functional business systems are cloud based and its website is frequently updated. PCORI utilizes Amazon’s cloud services for some data storage.

PCORI considers its Internet site an internal system and classifies it as the organization’s only internal system. The cloud-based systems, considered external, are Fluxx, Salesforce.com, Foundation Connect, Zendesk, and SharePoint.
Project Requirements

Scope of Work

Under the direction of the appropriate PCORI Information Technology Program Officer, the selected Contractor will provide security assessment services, identifying potential security weaknesses of the infrastructure from outside and inside the PCORI network. The Contractor shall also assess the current IT security policies and reform the same based on the security assessments to be carried out as part of the overall project.

The scope of the security assessment shall include all components of each information system, namely: application software, middleware, databases, operating systems, and hardware, network infrastructure and cloud-based hosted applications. The assessment will also cover all interfaces to/from remote applications.

The assessment is anticipated to be a phased approach as outlined in the deliverables below.

Key Deliverables

The Contractor shall provide a comprehensive report detailing any and all security weaknesses/vulnerabilities and a risk mitigation plan and implementation plan for addressing the weaknesses/vulnerabilities. The overall timeline for the entire Scope of Work is three months from the project start date; thus, PCORI expects all work to be completed in a timely fashion.

- Phase I – Information Risk Assessment
  - Current Systems Review
    - Review of existing procedures and policies to highlight gaps and threats (compare to standards such as ISO27001 controls)
    - Vulnerability assessment
    - Attack and penetration testing
    - Application security testing
    - Review existing disaster recovery plan/business continuity plan
    - Network risk analysis
    - Review physical security
      - Prepare Risk Matrix (using confidentiality, integrity, and availability as parameters)
      - Information Asset Profiling
      - Social Engineering
• **Phase II – Risk Mitigation**
  o Recommendations for mitigation of risk
  o Review and define information security policies
  o Review and recommend security architecture design
  o Define disaster recovery plan
  o Define incident response team
  o Define incident response plan

• **Phase III – Implementation Plan**
  o Create a Plan for Implementation

The Systems Security Assessment is estimated to be a three-month project. Specific dates will be determined after contract award. Milestones to meet within the project period are not limited to the following and may be subject to change following the kickoff meeting:

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Description</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kickoff Meeting</td>
<td>7 days after contract award</td>
</tr>
<tr>
<td>2</td>
<td>Draft Report #1</td>
<td>30 days after kickoff meeting</td>
</tr>
<tr>
<td>3</td>
<td>Draft Report #2</td>
<td>30 days after draft report #1</td>
</tr>
<tr>
<td>4</td>
<td>Draft Report #3</td>
<td>15 days after draft report #2</td>
</tr>
<tr>
<td>5</td>
<td>Final Draft Report and Presentation of Report</td>
<td>15 days after draft report #3</td>
</tr>
</tbody>
</table>

**Period of Performance**

The period of performance for the project is approximately three months from project start date.

**Other Requirements**

**Organizational Eligibility**

Quotes may be submitted by any private-sector organization, including nonprofit and for-profit organizations. The Internal Revenue Service must recognize all US organizations. All proposed subcontracts must be clearly described along with budget support for direct and indirect costs.

**Project Management**

• The Contractor will provide the strategic guidance, project management, and personnel necessary to assure that the highest-quality service is provided on schedule and within budget.
• The Contractor will communicate effectively with PCORI both verbally and in writing. All Contractor personnel providing services under this contract shall be fluent in English. All key personnel shall be available to begin work on the contract start date.

• The Contractor will provide a Project Manager who is the point of contact (POC) for PCORI for any and all questions, issues, and collaboration. The Project Manager must have experience managing similar projects for similar organizations and the authority to make decisions for the timely resolution of problems, extensive experience with literature reviews and reports, and a deep understanding of best practices for these services.

Furnishing of Equipment/Property
The Contractor will furnish its own office, equipment, and technology.

Place of Performance
With the exception of travel to a kickoff meeting and work to be performed at PCORI locations, the Contractor is required to provide the facilities necessary to execute the Scope of Work. The Contractor shall choose its staff or acquire the necessary personnel support and provide suitable work facilities.

Hours of Service
The Contractor shall be available Monday through Friday, between 8:30 am and 5:30 pm (ET). PCORI has regular observance of federal holidays: New Year’s Day; Birthday of Martin Luther King, Jr.; Washington’s Birthday; Memorial Day; Independence Day; Labor Day; Veterans Day; Thanksgiving Day; Day after Thanksgiving; and Christmas Day.

Insurance
The Contractor will at its own cost and expense obtain and maintain in full force and effect during the term of any resultant Agreement and for two (2) years thereafter: a) general liability and professional liability insurance with coverage for any of Services rendered by the Contractor with policy limits of at least $1 million per occurrence and $3 million in the aggregate; and b) any such other insurance coverage that is appropriate for the Contractor’s field and adequate to meet the Contractor’s obligations under this Agreement. The Contractor assumes absolute responsibility and liability for any and all personal injuries or death and/or property damage or losses suffered due to negligence of the Contractor’s personnel in the performance of the services required under any resultant contract. The Contractor shall provide proof of insurance (i.e., Certificates of Insurance) upon award of the contract.

Non-Disclosure Agreement
The Contractor must not release any sensitive, confidential, or proprietary information without prior written approval from PCORI.
Organizational Conflict of Interest

The Contractor agrees to disclose any conflicts of interest on the part of Contractor that has the potential to bias or has the appearance of biasing its obligations under this RFQ. The Contractor warrants that there is no undisclosed conflict of interest in the Contractor’s other contracts or agreements or other employment or in the operation of the Contractor’s business with the proposed services to be performed under this RFQ.

Compliance

The Contractor must comply with PCORI’s Rules and Regulations, all required forms, and any changes in procedures. The Contractor will remain informed of any such changes and updates, as necessary, by the PCORI Procurement Office. Upon the request of employees or other persons with disabilities participating in official business, the Contractor must arrange necessary and reasonable accommodations for the impaired individual(s) per Section 508 Compliance.
Quote Evaluation Criteria

The evaluation is completed in two stages. In the first stage, *Volume I: Technical Capabilities*, submissions will be reviewed and rated on a pass/fail basis. Quotes that pass this review will proceed to the second stage, a review of *Volume II: Quote for Services*. An award will be made to the Offeror(s) that clearly illustrate the capability to perform the Scope of Work, with preference given to low cost. PCORI will evaluate quotes in compliance with the Scope of Work and requirements stated in this RFQ. PCORI reserves the right to reject quotes that are unreasonably low or high in price. PCORI also reserves the right to engage one or more Offerors who demonstrate significant value to PCORI and assemble a preferred provider listing for these services.

<table>
<thead>
<tr>
<th>Category</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Volume I: Technical Capabilities</strong></td>
<td><strong>Pass</strong> – The Offeror has demonstrated that they have the skills, experience, and capability to perform the Scope of Work. Offerors must receive a rating of “pass” on the Technical Capabilities in order to be considered.</td>
</tr>
<tr>
<td><strong>Volume II: Quote for Services</strong></td>
<td><strong>Best Quote</strong> – The quote is the lowest received among the Offerors who have demonstrated that they can perform the work.</td>
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</table>
Submission Guidelines

General Guidelines

Submissions should be organized into two separate volumes, sent as separate files. The content and organization of each volume is provided below. Volume I: Technical Capabilities is limited to 25 pages. Volume II: Quote for Services is unlimited but must provide sufficient justification for the quote. Title pages, cover letters, the table of contents, pages intentionally left blank, and appendixes are excluded from the page count. To ensure completeness, please refer to the Submission Checklist (Appendix A).

All text should be Arial or Times New Roman font, no less than 11 point with one-inch margins, and single spaced. Graphics and tables may be included. Files may be submitted in MS Word, MS Excel, or Adobe PDF formats.

Submissions exceeding the page limits will not be considered. In addition, the submission cannot exceed 10MB in size, and all submitted documents must be searchable.

Questions must be submitted to rfp@pcori.org referencing “RFQ # PCO-SSA2015” in the subject line, no later than 5 pm (ET) on September 15, 2015.

All quotes must be sent no later than 5 pm (ET) on September 25, 2015, to rfp@pcori.org with “RFQ # PCO-SSA2015” in the subject line.

Cover Letter

Each submission must include a cover letter with the following information:

- Offeror’s name and mailing address
- Reference to the solicitation number RFQ # PCO-SSA2015
- Technical and contract points of contact (name, phone number, and email address)
- Business size (large, small, state/federal certifications—MBE, 8(a), HUBZone, etc.)
- Dunn & Bradstreet Number (DUNS)
- Federal Tax ID (EIN, TIN, SS)
- Affirmation that the quote is valid for at least 30 days
- A statement specifying agreement with all terms, conditions, and provisions included in the solicitation
- Acknowledgement of any amendments posted to the PCORI website before the submission deadline
Volume I: Technical Capabilities

Describe your approach to provide, prioritize, and manage the tasks included in the Scope of Work. Prepare your technical capabilities statement following the numbered outline shown below. The maximum page length is 25 pages. Title pages, cover letter, table of contents, pages left intentionally blank, and appendixes are excluded from the page count.

1. Statement of Understanding
   1.1 State a clear understanding of the mission of PCORI and this project.

2. Technical Solution
   2.1 Describe experience in security assessment, security assessment approach, security policies, risk mitigation, remediation recommendations, knowledge transfer of findings, and recommend implementation plans.

   2.2 Describe knowledge of, and experience working on projects related to security breaches, security training, staff awareness, security enhancements, compliance initiatives, and intrusion prevention/detection.

   2.3 Describe experience in the not-for-profit, health, healthcare, health-policy, and health-/medical-research sectors. Such experience, especially in the not-for-profit sector, is strongly preferred, but not required.

3. Management Approach
   3.1 Describe the overall plan for organizing and managing the tasks required by the Scope of Work. The plan shall describe organizational oversight and indicate how decisions will be made, work monitored, and quality and timeliness assured.

   3.2 Describe your procedures to monitor quality of services. These procedures must include an internal method for identifying and correcting deficiencies.

   3.3 Explain how this approach will enable you to start the project quickly, complete tasks within specified periods, and ensure quality of products.

   3.4 Describe procedures to ensure that the most comprehensive, yet cost-effective, approach is provided.

   3.5 List proposed project team staff and state their roles.

   3.6 Provide a brief description of qualifications, including education and experience, for key personnel. (Note: In an appendix, provide résumés, maximum length of 2 pages each, for all proposed team members.)
3.7 List the location or locations where the work will be performed.

3.8 Develop a form and/or process to evaluate your ability to fully execute all of the tasks outlined in this RFQ. The result may be used by the Offeror, PCORI, or both.

4. **Past Performance**

4.1 Complete the table in Appendix B. Identify at least three current projects or projects completed within the past five years (and preferably within the past three years) that are consistent in scope, nature, and effort for commercial customers, non-profit clients, or local, state, or federal governments.

4.2 For each selected project, submit a synopsis of work performed (no longer than two pages). Provide information on problems encountered on the contracts and subcontracts and corrective actions taken to resolve those problems. Do not provide general information on performance on the contracts because we will obtain that information from the references.
Volume II: Quote for Services

The Quote for Services should conform to PCORI’s formatting requirements, noted above. The Quote for Services may be submitted with as many pages as necessary to explain rates. However, please be as concise as possible, as PCORI reserves the right to dispose of pages that are not relevant.

PCORI expects to issue a Cost Reimbursable (CR) contract for those expenses that are proposed, directly related to the performance of the contract, and preapproved by PCORI during contract negotiations. The Quote for Services must clearly state all direct and indirect costs, justified with supporting documentation, as needed.

1. Quote for Services

1.1 Provide a quote in table form that supports the entire Scope of Work, including all expected expenditures and fees. The quote should list key services with corresponding prices. Quotes may be broken out by tasks/subtasks, or by key personnel. Offerors may use fully-loaded rates that include G&A, Overhead, Fringe and Fee. However, these indirect rates must be broken out and substantiated with federal indirect cost rate agreements or substantiated through independently audited financial statements by external auditors. Quotes may include the rates for each labor category and the Direct Labor (DL) rates and total billable rates by labor category, showing how each rate is applied to the DL. Offerors may break out costs by each task/heading within the project, or by key personnel working on the project. Offerors must clearly propose and justify all expected travel costs associated with the successful execution of the Scope of Work. Travel will be reimbursed, at cost, according to PCORI travel guidelines (based on federal travel regulations).

1.2 If needed, a brief budget narrative (no more than 2 pages) may be included to clarify unusual budget items or calculations.
Post-Submission Information

Withdrawal or Modification of Proposals

An Offeror may modify or withdraw its quote upon written, electronic, or facsimile notice if received at the location designated in the solicitation for submission of quotes not later than the closing date and time for receipt of quotes.

Late Submissions

Late quotes, requests for modification, or requests for withdrawal shall not be considered, unless a late modification of a successful quote makes terms more favorable for PCORI.

Best and Final Offers

Subsequent to receiving the original quote, PCORI reserves the right to notify all technically acceptable Offerors within the competitive range and to provide them an opportunity to submit written best and final offers (BAFOs) at the designated date and time.

BAFOs shall be subject to the late submissions, late modifications, and late withdrawals of quotes provision of this RFQ. After receipt of a BAFO, no discussions shall be reopened unless PCORI determines that it is clearly in PCORI’s best interest to do so (e.g., it is clear that information available at that time is inadequate to reasonably justify Contractor selection and award based on the BAFOs received). If discussions are reopened, PCORI shall issue an additional request for BAFOs to all technically acceptable Offerors still within the competitive range.

This RFQ does not commit PCORI to engage in any business transactions or contracts.

Retention of Quotes

All quote documents shall be the property of PCORI, retained by PCORI, and not returned to the Offerors.

Presentation by Acceptable Offerors

At its discretion, PCORI reserves the right to also invite Offerors who are technically acceptable to conduct a presentation to PCORI on the proposed effort for technical and management approaches identified in the submission. PCORI will notify vendors who meet the qualifications and provide the date, time, and format for the presentation. PCORI expects to fund one quote. However, PCORI reserves the right to fund more than one quote or to fund no quote if, in its judgment, an acceptable quote is not identified.
Protests

Any actual or prospective Contractor who is aggrieved in connection with the solicitation or award of a contract must file a protest with PCORI no later than 10 business days after the basis of protest is known or should have been known, whichever is earlier. A protest based on alleged improprieties in a solicitation that are apparent prior to quote opening or the time set for receipt of initial quotes shall be filed with PCORI prior to quote opening or the time set for receipt of initial quotes. For procurements in which quotes are requested, alleged improprieties that do not exist in the initial solicitation, but which are subsequently incorporated into the solicitation, must be protested no later than the closing time for receipt of quotes. The protest shall be filed in writing. Protests should be submitted to finance@pcori.org or mailed to:

PCORI
Attn: Finance Department
1828 L Street, NW, Suite 900
Washington, DC 20036
Post-Award Information

Anticipated Award Date

The anticipated notice of award date is October 26, 2015.

Post-Award Kickoff Meeting

Upon notice of award, PCORI will coordinate an award kickoff meeting within 7 days with the Contractor. Date, time, and location will be provided at the time of the award.

Notice to Proceed

Immediately upon receipt of notice of award, the Contractor shall take all necessary steps to prepare for performance of the services required hereunder. The Contractor shall have a maximum of 45 calendar days to complete these steps.

Following receipt from the Contractor of acceptable evidence that the Contractor has obtained all required licenses, permits, and insurance and is otherwise prepared to commence providing the services, PCORI shall issue a Notice to Proceed.

On the date established in the Notice to Proceed (this notice will allow a minimum of seven calendar days from the date of the Notice to Proceed, unless the Contractor agrees to an earlier date), the Contractor shall start work.

Period of Performance

The performance period of this contract is from the start date established in the Notice to Proceed and continuing for a one-time project-based effort, lasting approximately three months from the project start date.

Documentation Requirements

The Contractor may be required to provide documentation to support its legal ability to operate facilities in the United States.

Service Level Agreements

It is PCORI’s intent to develop Service Level Agreements (SLAs) for this effort, to ensure that the quality and integrity of information is maintained and produced. The SLAs will be mutually agreed between the Contractor(s) and PCORI to be a form of measurement of the success of the program by the Contractor(s). The SLAs, once established, may be subject to change as the program progresses and matures.
Quality Assurance Rubric

The Contractor will be required to perform at or above an acceptable level of quality. Should the Contractor be unable to meet this requirement, the contract may be canceled. The following rubric will be used to measure Contractor performance. This rubric is subject to change.

<table>
<thead>
<tr>
<th>Component</th>
<th>Performance Level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Exceeds</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>Responds same day</td>
</tr>
<tr>
<td>Adequacy of Deliverables</td>
<td>Readable, well-organized, comprehensive materials. Deliverables produced on schedule. Materials reflect fluency with the salient issues.</td>
</tr>
<tr>
<td>Adequacy of Technical Assistance</td>
<td>Guidance provided is thorough, proactive, responsive to the issue at hand, accurate, and reflects Contractor’s depth and breadth of capabilities on a range of communication issues</td>
</tr>
<tr>
<td>Quality of Collaboration</td>
<td>All members of the Contractor’s team are collegial, professional, and communicative.</td>
</tr>
</tbody>
</table>

Basis of Compensation to the Contractor

PCORI expects to award a Cost Reimbursable contract for the Scope of Work and budget that is proposed, negotiated with PCORI during the Best and Final Offer process, and listed in the agreement executed between the organizations. Any Contractor-quality issues that result in the re-drafting of work or increased labor required to meet deliverables during the performance of the contract are the financial responsibility of the Contractor, and re-work will be done at the Contractor’s expense.
Billing and Payment Procedures

PCORI prefers electronic invoicing. Payments will be based on progress toward the Deliverables/Milestones listed in this RFQ and justified in the Offeror’s Quote for Services. Contractors will invoice PCORI’s Finance Department no more often than once per month.

Billing address:

PCORI
Attn: Finance Department
1828 L St., NW, Suite 900
Washington, DC 20036

E-mail: finance@pcori.org

Debrief – Post-Award

Offeror shall receive a post-award debriefing provided a written request is submitted to rfp@pcori.org within three calendar days from the Notice of an Award. At PCORI’s sole discretion, the debriefing will be provided in writing or verbally.
# Appendix A: Submission Checklist

<table>
<thead>
<tr>
<th>Volume I: Technical Capabilities</th>
<th>Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Statement of Understanding <em>(see page 9)</em></td>
<td>As needed</td>
</tr>
<tr>
<td>□ Technical Solution <em>(see page 9)</em></td>
<td>25 pages maximum</td>
</tr>
<tr>
<td>□ Management Approach <em>(see page 9)</em></td>
<td>As needed</td>
</tr>
<tr>
<td>□ Past Performance <em>(see page 10)</em></td>
<td>As needed</td>
</tr>
<tr>
<td>□ Appendix A: Résumés of Key Personnel <em>(see page 9)</em></td>
<td>2 pages per résumé maximum</td>
</tr>
<tr>
<td>□ Appendix B: Past Performance Table <em>(see page 18)</em></td>
<td>As needed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Volume II: Quote for Services</th>
<th>Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Quote for Services Table <em>(see page 19)</em></td>
<td>As needed</td>
</tr>
<tr>
<td>□ Budget Narrative (Optional) <em>(see page 11)</em></td>
<td>2 pages maximum</td>
</tr>
</tbody>
</table>
Appendix B: Past Performance Table

Provide the following information for at least three contracts completed during the past five years, or currently in process. Contracts listed may include those entered into by the federal government, agencies of state and local governments, and commercial clients. Please add additional columns as needed.

<table>
<thead>
<tr>
<th></th>
<th>Contract 1</th>
<th>Contract 2</th>
<th>Contract 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of contract</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Name of client or customer</td>
<td></td>
<td></td>
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<tr>
<td>Contract type</td>
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<tr>
<td>Dates of performance</td>
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<tr>
<td>Total contract value</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Program manager and telephone number</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Contracting officer and telephone number</td>
<td></td>
<td></td>
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<tr>
<td>Administrative contracting officer, if different from contracting officer, and telephone number</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>List of major subcontracts, subcontractors, and key portions of the project that were sourced to other parties or consortia</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Appendix C: Performance Monitoring

Option #1: Pricing by Task

*Note: Under “Task,” please list each task or service from the Scope of Work or group of tasks combined into a project phase. You may add as many rows as necessary.*

<table>
<thead>
<tr>
<th>Task</th>
<th>Due Date</th>
<th>Type of Service/Activity</th>
<th>Rates (broken out by key personnel)</th>
<th>Hours</th>
<th>Direct Cost</th>
<th>Indirect Cost</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task #1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task #2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task #3</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Option #2: Pricing by Key Personnel

*Note: You may add as many rows as necessary.*

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Role on Project Team</th>
<th>Rate</th>
<th>Hours</th>
<th>Direct Cost</th>
<th>Indirect Cost</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key Person #1</td>
<td>Principal Investigator</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key Person #2</td>
<td>Senior Researcher</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key Person #3</td>
<td>Senior Researcher</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>