October 22, 2021

Aungelique Williams
BeVera Solutions, LLC
8455 Hwy 85 Bldg. 500
Suite 210
Riverdale, GA 30296

Via email: awilliams@beverasolutions.com

RE: HQ-2021-01104-F

Dear Ms. Williams:

This is a final response to the request for information that you sent to the U.S. Department of Energy (DOE) under the Freedom of Information Act (FOIA), 5 U.S.C. § 552. You requested:

> electronic copy of the RFP including the Scope of Work (SOW) and/or Performance Work Statement (PWS) for the following contract:
> FPDS Award ID: 89303020FEI400045
> FPDS Award Date: 04/15/2020
> Vendor: AKIRA TECHNOLOGIES, INC.
> Contracting Officer Info: Bernetta Burton

Your request was assigned to DOE's Office of Headquarters Procurement Services (MA-64), to conduct a search of its files for responsive records. MA-64 started its search on September 15, 2021, which is the cut-off date for responsive records. MA-64 completed its search and identified one (1) document responsive to your request. The document is being released in its entirety, as described in the accompanying index.

The adequacy of the search may be appealed within 90 calendar days from your receipt of this letter pursuant to 10 C.F.R. § 1004.8. Appeals should be addressed to Director, Office of Hearings and Appeals, HG-1, L'Enfant Plaza, U.S. Department of Energy, 1000 Independence Avenue, S.W., Washington, D.C. 20585-1615. The written appeal, including the envelope, must clearly indicate that a FOIA appeal is being made. You may also submit your appeal to OHA.filings@hq.doe.gov, including the phrase "Freedom of Information Appeal" in the subject line (this is the preferred method by the Office of Hearings and Appeals). The appeal must contain all of the elements required by 10 C.F.R.

§ 1004.8, including a copy of the determination letter. Thereafter, judicial review will be available to you in the Federal District Court either: 1) in the district where you reside; 2) where you have your principal place of business; 3) where DOE's records are situated; or 4) in the District of Columbia.

You may contact DOE's FOIA Public Liaison, Alexander Morris, FOIA Officer, Office of Public Information, at 202-586-5955, or by mail at MA-46/Forrestal Building, 1000 Independence Avenue, S.W., Washington, D.C. 20585, for any further assistance and to discuss any aspect of your request. Additionally, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer. The contact information for OGIS is as follows: Office of Government Information Services, National Archives and Records Administration, 8601 Adelphi Road-OGIS, College Park, Maryland 20740-6001, e-mail at ogis@nara.gov; telephone at 202-741-5770; toll free at 1-877-684-6448; or facsimile at 202-741-5769.

The FOIA provides for the assessment of fees for the processing of requests. *See* 5 U.S.C. § 552(a)(4)(A)(i); *see also* 10 C.F.R. § 1004.9(a). In our September 15, 2021, letter, you were informed your request was placed in the "commercial" category for fee purposes. Requesters in this category are charged fees for search, review, and duplication costs. Because DOE did not meet the statutory 20-day limit to respond, all costs for search time are waived. The cost for review of the enclosed documents is $84.31 This amount is based on 1.50 hours of FOIA analyst review time at $34.34 per hour and .50 hours of legal review time at $42.34, and 16% overhead costs. Although DOE's costs for search and review time exceeded $75.00, since we did not contact you, your fees have been capped at $75.00. You will receive a separate bill for this amount.

If you have any questions about the processing of the request or this letter, you may contact Ms. Rosa M. Vazquez, or myself, at:

    MA-46/ Forrestal Building
    1000 Independence Avenue, S.W.
    Washington, DC 20585
    (202) 586-5955

I appreciate the opportunity to assist you with this matter.

Sincerely,

Alexander C. Morris
Digitally signed by Alexander C. Morris
Date: 2021.10.22 09:44:58 -04'00'

Alexander C. Morris
FOIA Officer
Office of Public Information

Enclosures

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Request #: HQ-2021-01104-F

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      electronic copy of the RFP including the Scope of Work (SOW) and/or
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DOE's Office of Headquarters Procurement Services (MA-64) has completed its search and identified one (1) document responsive to your request.

- One (1) document is *being released in its entirety*

PERFORMANCE WORK STATEMENT

U.S. Energy Information Administration
Office of Resource and Technology Management

February 20, 2020

1.0 PROJECT TITLE: Strategic Initiative Implementation Support for the EIA Office of Resource and Technology Management's Office of Information Technology

2.0 BACKGROUND:

The U.S. Energy Information Administration (EIA) is the statistical and analytical agency within the U.S. Department of Energy. It collects, analyzes, and disseminates independent and impartial energy information to promote sound policymaking, efficient markets, and public understanding of energy and its interaction with the economy and the environment.

2.1 EIA's Office of Resource and Technology Management (ORTM) is responsible for planning, leading, and directing the agency's Information Technology (IT) program. The scope of EIA's IT program includes designing, implementing, maintaining, and operating systems to manage all aspects of data collection and processing. Specific activities include development and maintenance of systems and applications for data collection and storage; sampling, editing, estimation, and aggregation procedures; quality assurance review; publication preparation; and information dissemination. The IT program includes the development, maintenance, and operations of enterprise productivity tools (e.g., Microsoft Office suite). The IT program provides enterprise infrastructure services to include system processing, storage, network communications, and back up for all EIA organizational elements. The IT program plans, develops, operates and maintains enterprise cyber security services to include implementation of security controls, continuous monitoring and incident identification and response. ORTM's Office of Information Technology (OIT), which is led by EIA's Chief Information Officer (CIO), has primary responsibility for managing and executing these functions.

2.2 EIA's IT Strategic Plan FY 2020 – FY 2021 reflects the rapidly-changing IT and energy landscape and EIA's evolving mission and business needs, as well as IT's role in every aspect of energy information. It outlines EIA's IT priorities and provides strategic direction for the acquisition and use of IT resources, in order to improve program efficiency, enhance mission effectiveness, and ultimately, provide policy-independent energy information to all stakeholders**.**

The FY2017-FY2019 IT Strategic Plan defined a number of important objectives. The CIO, OIT, and EIA programs made significant progress in achieving many of these objectives. This progress lays a very solid foundation for the FY2020-FY2021 IT strategy. The following summarizes the major accomplishments:

1. Workforce Technology – added significant new capabilities to provide the workforce with tools to successfully perform their jobs. This includes the definition and deployment of cloud based pilots incorporating advanced data analytic and management tools and the subsequent establishment of plans for acquiring and deploying these. Other examples include the deployment of cloud based email (O365), expanded use of a robust remote commuting technology (VPN), and the full implementation of advanced telephony (VOIP) and meet anywhere/anytime capabilities (WebEx).

2. Collaborative Planning and Investment Selection – fully implemented the IT governance components (ITGB Tech Sub Group and ITGB) and introduced a rigorous IT investment selection process that has been used to make sound IT investment decisions for the last 3 fiscal years.

3. Enterprise Architecture as framework for IT changes and future initiatives – created "as is" and "to be" architectures, developed a comprehensive EA and Governance Framework that is being used to guide IT initiatives/projects, acquired and implemented an EA tool, defined an enterprise data management strategy and 6 supporting initiatives, and executed several pilot projects such as the use of Infrastructure as a Service (IaaS) to support a critical information release process.

4. Consolidate and Enhance IT services - Undertook specific initiatives to support the Office of Energy Analysis (OEA) and Office of Energy Statistics (OES) defined improvements in energy statistics and analysis. This includes developing a statistical processing solution that supports a unified approach to the statistical data life cycle and supporting an innovative solution to modernize energy modeling. Restructured and upgraded the EIA IT infrastructure and network resources to increase IT infrastructure resources and improve the network topology and capacities (e.g., upgrade communication links to 10Gbps, migrated Disaster Recovery capabilities to a more reliable and compliant location)

5. Security – Greatly strengthened IT security policies, processes, resources and tools. Developed and approved key security policies and risk management approaches, identified and implemented a range of operational security processes (e.g., security incident response), established and staffed a standalone security operations team, identified, procured and installed a number of best in class tools to monitor IT services and identify and address vulnerabilities and security incidents.

2.3 EIA IT Strategic Goals and Objectives for FY2020-2021
EIA has defined a number of specific strategic goals and related objectives for the FY2020-FY2021 period. These encompass workforce development, IT integration and management, improvement to IT services, enhanced IT security and continued improvements to EIA web products. The IT strategic goals and objectives are defined in the table below.

Goal	Objectives
1. Provide the Workforce with The Technology They Need To Grow And Succeed	1.1 Enhance the Flexible and Collaborative Work Environment 1.2 Expand the Use of Data Analytics Skills and Resources to Support Mission Operations 1.3 Improve Workforce Learning and Training Opportunities
2. Mature Enterprise-Wide IT Integration and Management Functions	2.1 Institutionalize the IT Strategic Planning Process 2.2 Employ EA to Guide and Integrate Enterprise IT Initiatives 2.3 Strengthen Enterprise IT Management Processes

Goal	Objectives
3. Consolidate and Improve IT Services	3.1 Continue to Consolidate and Modernize Mission IT Services 3.2 Deploy New High-Value IT Solutions and Products 3.3 Increase Service Integration and Interoperability through Data Management
4. Enhance Information Security	4.1 Strengthen Polices, Processes and Standards for EIA Information Security 4.2 Continue to Implement the Enterprise Cyber Security Modernization Program 4.3 Develop and Transition Cutting-Edge Technologies into EIA Security Architecture 4.4 Promote Enterprise Information Security Awareness and Foster a Stronger Sense of Accountability
5. Continue to Improve the Content, Access, and Ease of Use of EIA's Web Products	5.1 Standardize Web Content and Web Content Management Tools 5.2 Investigate Emerging Web Content Management Technologies 5.3 Ensure That Web Content and Dissemination Are Accomplished Securely

3.0 Objective
The contractor shall provide all personnel, equipment, supplies, facilities, transportation, tools, materials, supervision, and non-personal services necessary to support the implementation of specific strategic objectives, as defined in this Performance Work Statement (PWS) except for those items specified as Government furnished property and services. The contractor shall perform to the standards in this contract. The Government shall not exercise any supervision or control over the contract service providers performing the services herein. Such contract service providers shall be accountable solely to the Contractor who, in turn is responsible to the Government.

4.0 SCOPE:
The Contractor shall provide services to the EIA/ORTM/OIT in implementing specific strategic objectives as summarized below.

4.1 Data Management Strategic Objectives.
EIA has identified two strategic objectives related to enterprise data management. These are defined as follows.

4.1.1 Expand the Use of Data Analytics Skills and Resources to Support Mission Operations
As part of its Enterprise Data Management approach, OIT has investigated the use of several data analytic tools (e.g., Tableau) and is performing three pilots using data analytics and big data tools to learn more about the capabilities, constraints and requirements of this data management approach. OIT, in collaboration with the EIA program offices, will continue to investigate data analytics approaches and tools. The results will be used to identify a target data analytic environment. OIT will develop a plan for acquiring, configuring and implementing the target environment. Program staff will be trained in the use of data analytics and the related tools. This will provide them with the skills necessary to use the tools and approaches in support of statistical data collection and analysis and other mission functions

4.1.2 Increase Service Integration and Interoperability through Data Management
EIA will address enterprise data management challenges through work in the following six focus areas:

- Development and approval of an Enterprise Data Management plan
- Definition of an Energy Data Ontology and related standards
- Identification, evaluation and implementation of innovative data management tools and technologies
- Formulation of an Enterprise Data Model
- Definition of the Enterprise Data Lifecycle and related maturity model
- Evaluation of emerging technologies and approaches for data management

The Contractor shall provide support to OIT in the planning, design, execution and documentation of technical evaluations, projects, and tasks related to the implementation of data analytics and enterprise data management functions. The Contractor shall conduct this work to enable information sharing, integration, and interoperability while considering best practices. The data analytics and enterprise data management tasks and products must be aligned and consistent with the Federal mandates such as 2018 President's Management Agenda (PMA) which sets cross agency priority goals that positively impacts the way government manages its data assets and proven data management frameworks such as the Data Body of Knowledge (DAMA-DMBOK).

Specifically, the contractor shall provide services to:
- Finalize the current work to identify and document EIA structured and unstructured data sources. This will provide a data sources baseline which will inform the other enterprise data management tasks. The Contractor shall maintain the data sources baseline by conducting data discovery using EIA tools and targeted fact finding.
- Develop an enterprise data management governance plan. The plan will encompass the tasks, resources, responsibilities and schedule for key enterprise data management functions to include:
  - Data governance
  - Data architecture
  - Data modeling
  - Metadata management and structure
  - Data integration and interoperability
- Support the identification, acquisition, installation and use of an enterprise data management tool.
- Define an enterprise data ontology structure and contents to include identification of an ontology development process and related tool, definition of an initial ontology and ontology verification with EIA data owners.
- Investigate data analytics approaches and tools and support the installation and use of a selected data analytic tool.

4.2 Enterprise IT Integration and Management Strategic Objectives
EIA has defined three strategic objectives to support improved IT integration and management. These are:

4.2.1 Institutionalize the IT Strategic Planning Process.
EIA's IT strategic planning process is not well documented nor understood by EIA stakeholders. Institutionalizing an IT strategic planning process will serve to better align IT planning with the EIA planning process and clarify roles, responsibilities and outcomes. EIA will develop a set of IT strategic planning principles, identify alternative strategic planning approaches (e.g., gap analysis, EA driven), assess the advantages and disadvantages of each, select an IT strategic planning process that best meets its needs, and gain ITGB approval for the selected process. Following the ITGB decision, OIT and the ITGB will develop supporting policies and processes, prepare an implementation schedule, communicate and educate EIA stakeholders, and plan the plan and related process.

4.2.2 Employ EA to Guide and Integrate Enterprise IT Initiatives
The approved *Enterprise Architecture & IT Governance Framework* will be used to work with the IT programs/projects to ensure that EIA IT project managers, technical teams, and other stakeholders are aware of and can deliver the EA artifacts and are also knowledgeable and informed about IT security artifacts that must be produced to address EIA IT cybersecurity and risk mitigation policies. The EIA EA will be built out using the artifacts produced by the projects/initiatives which will be ingested into the EIA EA tool. The EA tool will be enhanced to ensure that it has the capabilities to produce executive level analyses and reports that can facilitate and inform EIA program office and OIT decision-making.

4.2.3 Strengthen Enterprise IT Management Processes
The existing and approved IT Governance Framework is based on ITIL and will be used to provide the framework for managing IT projects, making investment decisions and incorporating the initiatives into the EA Roadmap. EIA and OIT will continue to build out the functions of the best in class tool set to implement the IT management processes. Where required, existing processes that are manual will be automated to improve efficiency and reduce cost. Additional IT services (e.g., asset management, service catalog) and business management (e.g., Agile 2.0, PPM or Portfolio-Program-Project Management, Defect & Enhancement management) modules will be put into operations using a rigorous implementation process that will be based on a clear definition of user requirements. OIT will identify and implement automated mechanisms for integrating the IT services components with other tools to improve the accuracy and completeness of the information produced. Reporting products (e.g., dashboards) will be developed to provide EIA and OIT executives and managers the information they need to make operational decisions.

The Contractor shall provide support to OIT in defining, documenting, and installing the frameworks, processes and tools to support the above objectives. The Contractor shall undertake this work with the clear aim of improving IT planning and management. The Contractor shall follow Federal IT policies and standards to include the Federal Enterprise Architecture, the approved EIA IT architecture principles, and related standards and IT management frameworks that EIA has adopted to include the Information Technology Infrastructure Library (ITIL) as the framework and process guide for aligning IT services with business needs.

Specifically, the contractor shall provide support for:
- Define IT strategic planning principles, identifying alternative strategic planning processes, assessing the processes and recommending the optimal process. In addition, once the IT strategic planning process has been approved, the Contractor will develop supporting IT policies and processes and assist in their implementation.

- Work with the EIA program offices, business process and data owners, and technical staff to develop, document, and verify EA artifacts for ingest into the EA tool (iServer). The Contractor shall support the build out of the EA tool to enable it to produce dashboards and other reports to address EIA executive and management information needs. The Contractor shall identify the optimal way of integrating the EA tool with other OIT IT management tools (i.e.; ServiceNow) and support the implementation of the integration mechanisms.
- Work with EIA managers and technical staff to build out IT management functions and processes in ServiceNow and other tools (e.g., MS System Center Configuration Manager). The Contractor will support OIT in the identification, acquisition and implementation of additional ServiceNow modules and capabilities to include but not limited to Portfolio and Project Management, Agile 2.0, Defect and Enhancement Management. In addition, the Contractor will support the integration of ServiceNow with other tools such as iServer and the CDM security tools.

4.3 IT Solutions and Products Deployment Objective

EIA is currently implementing a number of IT infrastructure and security capabilities to include the re-structuring of the EIA Demilitarized Zone (DMZ), improvement in intrusion prevention and IT infrastructure monitoring, upgrading the Microsoft environment, and implementing Federal security initiatives primarily the Continuous Diagnostics and Mitigation (CDM) program.

EIA will continue to investigate emerging technical environments and will adopt those that meet EIA's stringent business, technical and security requirements in a cost effective manner. Cloud infrastructure solutions will be defined, evaluated, and implemented to enable the phased replacement and decommissioning of the existing on premise IT infrastructure. The current cloud data sciences/analytic pilots will form the foundation for the phased adoption of cloud services for specific and well defined data collection, analysis and production needs.

The Contractor will provide project management and technical expertise to support the effective and efficient management and deployment of the technologies, infrastructure and tools to support the target capabilities. Project management support will conform to best practice such as PMBOK. The technical expertise and recommendations will be based on EIA and Federal IT standards, industry best practices and the Contractor's knowledge, skills and abilities.

Specifically, the contractor shall:
- Support IT infrastructure architecture planning, implementation, and maintenance
- Assess IT infrastructure plans and initiatives and advise OIT managers on optimal approaches, risks and paths forward.
- Review and assess proposed procurements of IT infrastructure components (hardware and software) as requested by OIT management.
- Provide project management and technical expertise services to high priority IT projects to include but not limited to:
  - DMZ re-structuring
  - IPS replacement and upgrade
  - Security infrastructure and tool implementation to include monitoring (i.e.; SPLUNK implementation), privileged access management, continuous monitoring and management (CDM Phase II in collaboration with DOE)

- o Upgrade of Microsoft Office environment
- o Migration to a cloud infrastructure environment
- o Software rationalization

Other high priority projects/tasks may be defined by OIT and EIA management. As required, the contractor shall provide project definition and implementation services for these projects.

4.4 Transition

The Contractor shall effectively and efficiently transition all Strategic Initiative Implementation Support functions to OIT staff, to include comprehensive documentation and briefing of all work performed under this requirement in order to minimize to the greatest extent possible any disruptions in OIT operations or delays in product delivery.

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Performance Work Statement

Technical Exhibit 1

PERFORMANCE REQUIREMENTS SUMMARY/QUALITY ASSURANCE SURVEILLANCE PLAN (QASP)
The Contractor service requirements are summarized into performance objectives that relate directly to mission essential items. The performance threshold briefly describes the minimum acceptable levels of service required for each requirement. These thresholds are critical to mission success.

Performance Standards: Performance standards establish the performance levels required by the Government. Examples of performance standards:

- **Quality Standards –** Condition, Error Rates, Accuracy, Form/Function, Reliability, Maintainability

- **Quantity Standards –** Capacity, Output, Volume, Amount

- **Timeliness Standards –** Response times, Delivery, Completion Times, Milestones

COMPONENT	ACTIVITY	QUALITY METRIC	QUALITY ASPECT	MONITORING METHOD FREQ.	ACCPETABLE QUALITY LVL
Program Management	Produce and Deliver Monthly Status Reports (MSRs).	MSRs are to be delivered by email by the 10th calendar day of the month.	Schedule Performance	Inspection Monthly	100% of time
		MSRs accurately reflect activities accomplished and planned, along with deliverables provided.	Product Quality	Random Sampling/Periodic Inspection	95% of time
	Maintenance of Program Management Plan (PMP)	PMP accurately reflects the Staffing level, Schedule, Constraints, and strategies for the duration of the task.	Management Performance	Random Sampling/Periodic Inspection	95% of time
Data Management Strategic Objectives	Documentation is retained under Configuration Management (CM)	All documentation is stored in the designated repository under version control.	Technical & Management Performance	Inspection Periodic	99% of time
	Data Discovery files (Excel)	Data Discovery products are accurate, comprehensive, and at the right level of detail	Product Quality	Inspection	95% of time
	Enterprise Data Governance Framework	Framework is accurate, complete, and of acceptable quality. Consistent with industry norms	Product Quality	Inspection	95% of time

Performance Work Statement

COMPONENT	ACTIVITY	QUALITY METRIC	QUALITY ASPECT	MONITORING METHOD FREQ.	ACCPETABLE QUALITY LVL
	Enterprise Data Management Tool.	Tool meets EIA requirements and operates as required	Product Quality	Monitoring/Periodic Inspection	95% of time
	Enterprise Data Ontology Structure	Ontology is accurate, complete, and of acceptable quality. Consistent with industry norms	Product Quality	Inspection	99% of time
	Data Analytics Approaches and Tools	Approaches meet EIA requirements and can be implemented. Tool meets EIA requirements and operates as required	Product Quality	Inspection	99% of time
Enterprise IT Integration and Management Strategic Objectives	Documentation is retained under CM.	All documentation is stored in the designated repository under version control.	Technical & Management Performance	Inspection Periodic	99% of time
	IT strategic planning process and other processes	Process is defined, documented and implementable.	Product Quality	Inspection	95% of time
	EA artifacts	Artifacts are in the correct format to be ingested into the EA tool, have the correct contents, and at the right level of detail.	Product Quality	Random Sampling/Periodic Inspection	95% of time
	IT Management Tool	Tool meets EIA requirements, operates as required,	Product Quality	Random Sampling/Periodic Inspection	95% of time
IT Solutions and Products Deployment Objective	Documentation is retained under CM.	All documentation is stored in the designated repository under version control.	Technical & Management Performance	Inspection Periodic	99% of time
	IT infrastructure architecture	Infrastructure architecture is accurate, complete, and consistent with EIA and Federal standards	Product Quality	Random Sampling/Periodic Inspection	95% of time
	Proposed procurements (assessment)	Assessments are complete, unbiased, and detailed	Product Quality	Random Sampling/Periodic Inspection	95% of time

Performance Work Statement

COMPONENT	ACTIVITY	QUALITY METRIC	QUALITY ASPECT	MONITORING METHOD FREQ.	ACCPETABLE QUALITY LVL
	Project management support and technical expertise	Project management support is timely, specific, and consistent with EIA standards. Technical expertise is unbiased, specific and rational	Product Quality	Random Sampling/Periodic Inspection	95% of time

TECHNICAL EXHIBIT 2

DELIVERABLES SCHEDULE
Deliverables are listed below, by task area. All deliverables should be directed to the COR for approval.

TASK AREA	DELIVERABLE	DELIVERY DATE
Program Management	Status Meetings	Monthly
	Monthly/Biweekly/Weekly Meeting Agendas	NLT 1 business day prior to meeting
	Monthly Status Report	By the 10th calendar day of each month
	Monthly/Biweekly/Weekly Status Meeting Minutes	Within 5 business days after meeting
	Contractor Task Plan	Project specific
	Program Management Plan (should include QA Plan)	Within 30 business days of award
Data Management Strategic Objectives	Data Discovery files (Excel)	TBD/NLT 15 days prior to task expiration
	Enterprise Data Governance Framework	TBD/NLT 15 days prior to task expiration
	Enterprise Data Management Tool.	TBD/NLT 15 days prior to task expiration
	Enterprise Data Ontology Structure	TBD/NLT 15 days prior to task expiration
	Data Analytics Approaches and Tools	TBD/NLT 15 days prior to task expiration
Enterprise IT Integration and Management Strategic Objectives	IT strategic planning process and other processes	TBD/NLT 15 days prior to task expiration
	EA artifacts	TBD/NLT 15 days prior to task expiration
	IT Management Tool	TBD/NLT 15 days prior to task expiration
	IT strategic planning process and other processes	TBD/NLT 15 days prior to task expiration
IT Solutions and Products Deployment Objective	IT infrastructure architecture	TBD/NLT 15 days prior to task expiration
	Proposed procurements (assessment)	TBD/NLT 15 days prior to task expiration
	Project management support and technical expertise	TBD/NLT 15 days prior to task expiration