**SAMPLE – For Reference Only** – This sample is a redacted copy of a work statement accomplished under a NITAAC GWAC. A Statement of Work (SOW) is typically used when the task is well-known and can be described in specific terms. Statement of Objective (SOO) and Performance Work Statement (PWS) emphasize performance-based concepts such as desired service outcomes and performance standards. Whereas PWS/SOO's establish high-level outcomes and objectives for performance and PWS's emphasize outcomes, desired results and objectives at a more detailed and measurable level, SOW's provide explicit statements of work direction for the Contractor to follow. However, SOW's can also be found to contain references to desired performance outcomes, performance standards, and metrics, which is a preferred approach. **This sample is not all inclusive, therefore the reader is cautioned to use professional judgment and include agency specific references and regulations to their own PWS/SOO/SOW.**

Enterprise Architecture Program Management Plan

Performance Work Statement

# Task 1: Support Enterprise Architecture Program Management

## Subtask 1: Enterprise Architecture Strategy Management

The Contractor shall develop a 2-year Enterprise Architecture (EA) Program Management Plan in accordance with the most current Office of Management and Budget (OMB) guidance and Federal Enterprise Architecture (FEA) Reference Models. Currently, the OMB guidance is “The Common Approach to Federal Enterprise Architecture”. The plan shall include, but is not limited to, the following key activities:

1. Document an <AGENCY> EA Policy that states the Agency’s commitment to develop and utilize an EA and that assigns responsibility for EA development and management to specific roles and groups within <AGENCY> to include coordination of the office-specific EA Programs with the Agency’s EA Program.
2. Address how the EA will be incorporated in <AGENCY’s> capital planning and investment process and support <AGENCY’s> governance processes.
3. Develop and track metrics that measure the development, completeness, usability, accuracy, usage, and effectiveness of EA products and services on IT investment decisions, collaboration, and reuse. The EA measurement indicators shall be developed with the following objectives in mind:
	1. Demonstrate the value of the agency EA program in terms of intended outcomes for <AGENCY>.
	2. Highlight the influence of EA on strategic and operational decisions.
	3. Identify opportunities to improve EA products and services and enhance customer service.
4. Update and maintain EASG’s strategies describing goals and objectives. The Contractor shall develop training materials to educate <AGENCY> staff about architecture and to assist them in implementing the EA and aligning initiatives with the various federal regulations and compliance requirements, such as FEA Reference Models and current OMB and <AGENCY> guidance.

The Contractor shall provide support for the following Communications and Outreach tasks as necessary and directed by the COR and/or GTL:

1. Create and execute an EA Communications Plan describing the strategy and methods for communicating the mandates and objectives of <AGENCY’s> EA Program in an effort to garner support for the EA value proposition. The plan shall include a list of primary <AGENCY> stakeholders, core EA messages, and a systematic method for delivering the EA message.
2. Support the Chief Architect by developing <AGENCY> briefings, presentations, and meeting minutes for EA related meetings.
3. Provide subject matter expertise and support for new and evolving Federal EA guidelines and recommendations.
4. Educate <AGENCY> IT Organizations on EA standards and practice.

The Contractor shall provide support for the preparation and management of the annual update to the <AGENCY> Strategic Action Plan, IT Strategic Plan, and its alignment with EA. Tasks include but not limited to plan preparation, publication, and reporting. The Contractor shall incorporate the approved strategic plan into the <AGENCY> EA Knowledge Base and link the strategic plan across the architecture layers.

## Subtask 2: EA Review Board

The Contractor shall support an EA Review Board. The Review Board provides initial input to the investment decision process by conducting the Architecture Review in accordance with the <AGENCY> Expedited Life Cycle (XLC). This shall include but is not limited to attending weekly meetings; preparing meeting minutes; creating decision letters to business owners; and providing copies of meeting materials.

The Contractor shall provide support to <AGENCY> EA in evolving and growing the Review Board.

The Contractor shall support in the development of Architecture Review materials and presentations for the board working with <AGENCY> EA staff and business owners.

## Subtask 3: Coordination with <AGENCY>

As directed by the COR and/or GTL, the Contractor shall work closely with <AGENCY> EA by supporting completion of assignments and attending, via phone and webinar, a variety of <AGENCY> meetings and working groups such as:

* The monthly <AGENCY> Enterprise Architecture Committee meeting;
* Ad hoc Model Working Group (MWG) meetings;
* Monthly Data Architecture Committee (DAC) meetings; and
* Other meetings, as needed (e.g. Enterprise Architecture Review Board, CPIC, security, records management, etc.).

The Contractor shall review new requirements from OMB that directly involve the Federal Enterprise Architecture programs at <AGENCY> and <AGENCY>, advise <AGENCY> EA of impacts, and develop and recommend implementation options, including, but not limited to options papers, as requested by COR and/or GTL.

The Contractor shall, as directed by the COR and/or GTL, attend <AGENCY> sponsored EA governance body meetings and related workgroups, review new requirements that may directly involve the <AGENCY> EA program, advise <AGENCY> EA of impacts, and develop and recommend implementation options, including, but not limited to options papers, as requested by GTL and/or COR.

As directed by the COR and/or GTL, the Contractor shall analyze data calls received by <AGENCY> EA for EA information to propose options for responding.

As directed by the COR and/or GTL, the Contractor shall lead or participate in efforts to answer EA data calls. At a minimum, the Contractor shall extract information from the <AGENCY> EA Knowledge Base, document information from external sources, and analyze and consolidate information into a data call response.

# Task 2: EA Analysis on IT Projects

## Subtask 1: Architecture Reviews

As directed by the COR and/or GTL, the Contractor shall support <AGENCY> EA in conducting the initial investigation and impact analysis to support the Architecture Review for Candidate IT investments/projects that will result in the implementation of a new IT system; will cause a significant modification to an existing IT system, application, or service; or may have a significant organizational impact. Specific activities include:

1. Interview business owners or subject matter experts to understand business need and collect information about the project, such as scope, goals, stakeholders, business risks, data, etc.
2. Conduct appropriate research and review project relevant documentation.
3. Analyze the results to include identifying the following:
	1. How the project fits with the rest of <AGENCY>;
	2. Opportunities for reuse and consolidation;
	3. Reusable shared services;
	4. Impact on the IT environment;
	5. Business alternatives and the trade-offs among them for meeting business needs;
	6. Opportunities of business process reengineering that supports business needs while improving overall mission performance; and
	7. Recommended next steps.
4. Complete <AGENCY> EA’s architecture review templates with results. Recommend template updates when appropriate.
5. Determine and create the appropriate diagram(s), from <AGENCY> EA’s artifact toolkit, that need to be created after knowing the audience and the content to be modeled.
6. Prepare material for presentation to appropriate review board.
7. Participate in reviews of the presentations with EA Team and planning groups to ensure architectural reviews are accurate and beneficial for review boards and business owners.

## Subtask 2: Modeling Efforts (Business Diagrams)

The Contractor shall maintain and update <AGENCY> EA’s artifact toolkit, which contains different diagrams that can be created to support a project by providing the analysis of the data collected. These deliverables might be presented by <AGENCY> EA staff at the Architecture Review and/or another review board. The Contractor shall analyze and recommend new products to meet the goals of the Architecture Review and support initiatives in the planning stage of the XLC. The Contractor shall maintain and develop quality assurance guidelines for current and any additional EA products.

In addition to maintaining the toolkit, the Contractor shall be required to have the ability to create all the products listed in the toolkit, as needed, which includes the following:

1. **Business Process Models (BPM)**. Each business process model shall be created using industry standard Business Process Modeling Notation (BPMN). The BPM shall capture the process flow which reflects a detailed description of what happens in each step, whom performs the step, events (including outside processes) that trigger the step, what data are inputs to the step, what data are output or produced by the step, any systems that support the step, and security or privacy implications, if known. The Contractor, at a minimum, shall perform the following BPM activities:
	1. Review project relevant documentation and conduct appropriate research;
	2. Facilitate face-to-face fact-finding sessions with stakeholders;
	3. Conduct gap analysis between the baseline and target architectures to identify transition objectives;
	4. Analyze and document dependencies between other projects, when appropriate; and
	5. Validate the BPM with business owners and other stakeholders.
2. **Business Process Description Document.** For every BPM, the Contractor shall complete a business process description document that includes identification and description of the project business need, stakeholders, all appropriate business tasks/activities required to support the project, business risks and overall impacts to the Agency are identified and documented, assessment of the business process, and a discussion of solution alternatives. The level of detail depends on the project, as directed by the COR and/or GTL.
3. **Business Concept Diagram.** The Contractor shall create a high-level graphical depiction around the scope of the project and capture the key aspect of the project, such as the stakeholders and key business processes involved.
4. **Interaction Diagram.** The Contractor shall create a business node connection model that depicts the information flows between key players in a project.
5. **Business Function Model.** The Contractor shall create a business function hierarchy that depicts the decomposition of activities and/or functions required by the project.
6. **Timeline.** The Contractor shall create a timeline of the project that displays project milestones and dates.

The Contractor shall assure that all EA products meet quality assurance guidelines and have the at least a minimum set of attributes documented.

The Contractor shall load all appropriate EA product information and attributes in the <AGENCY> EA Knowledge Base as they are completed following <AGENCY> EA Program guidelines.

The Contractor shall analyze and recommend improvements to <AGENCY> EA products’ methods, QA requirements, and operating processes and support <AGENCY> EA in making those changes.

# Task 3: EA Knowledge Base

## Subtask 1: EA Information Management

<AGENCY’s> EA Information is stored in the <AGENCY> Enterprise Architecture Repository (HEAR) which is owned by the <AGENCY> EA Program required by <AGENCY> for <AGENCY> EA compliance and in <AGENCY> EA specific data sets (databases and spreadsheets) for data that cannot be stored in the HEAR. <AGENCY> EA Information needs be shared and made available to support enterprise and IT analysis by <AGENCY> EA and others. The Contractor shall:

1. Support <AGENCY> EA by routinely accessing the HEAR to add and update <AGENCY>’ EA information;
2. Support <AGENCY> EA by developing and loading batch file updates to the HEAR;
3. Use the HEAR and non-HEAR data sets in tandem to support enterprise analysis and data calls as needed by <AGENCY> EA;
4. Manage and maintain non-HEAR data sets, making updates as necessary;
5. Deliver updated copies of these non-HEAR data sets to <AGENCY> EA on a regular basis;
6. Work to continually investigate and recommend options to improve <AGENCY> EA’s use of the HEAR and the integration of the non-HEAR data sets with the HEAR;
7. Create or maintain documentation of the operational processes to support development and maintenance of the <AGENCY> EA Knowledge Base;
8. Develop new <AGENCY> EA reports from the <AGENCY> EA Knowledge Base as directed by <AGENCY> EA;
9. Review, maintain, and update existing <AGENCY> EA reports as needed to accommodate <AGENCY> EA framework changes and as <AGENCY> EA needs change;
10. Support <AGENCY> EA in the development and update to internal websites and portals to share and publish EA Information and deliverables;
11. Support routine publication of <AGENCY> EA reports to internal websites and portals;
12. Investigate and recommend alternatives means to produce EA reports from <AGENCY> EA Knowledge Base;
13. Document the process by which EA products are modeled in the <AGENCY> EA Knowledge Base.

<AGENCY> EA completes an <AGENCY> System Census on a regular basis to collect the latest information on <AGENCY> System to support system inventory completeness, support enterprise analysis and to consolidate system focused data requests. <AGENCY> EA has developed the EA System Census tool which supports collection of census data, distribution of system specific surveys, update and validation, quality assurance of collected data and loading of cleansed data in the HEAR. To support this effort, the Contractor shall:

1. Update the existing plan for the upcoming <AGENCY> System Census and assist <AGENCY> EA with development and approval of the survey questions;
2. Investigate and recommend improvements to the <AGENCY> System Census effort including survey tooling, survey questions, project management lessons learned, and further investigation with OIS and <AGENCY> stakeholders;
3. Support the entire lifecycle of the <AGENCY> System Census from update of the tool, distribution of the survey, training, customer service, quality assurance and preparation for import in the <AGENCY> EA Knowledge Base;
4. Integrate the collected <AGENCY> System Census information with the information in the <AGENCY> EA Knowledge Base;
5. Support <AGENCY> EA in maintaining the <AGENCY> System Inventory in HEAR to meet requirements set by OMB and <AGENCY>;
6. Support <AGENCY> EA in ongoing updates to the <AGENCY> System Inventory to document new systems, changes in system names, and the retirement of systems;
7. Update and maintain technology products inventory in support of the <AGENCY> Technical Review Board (TRB) to ensure a complete current list of <AGENCY> software products; and
8. Investigate and recommend how to mature and grow the data collected in the system census to better support the work of <AGENCY> governance boards (e.g., TRB) and EA analysis work, including but limited to software license information.

## Subtask 2: EA Framework Support

EA Frameworks are a critical aspect of the <AGENCY> EA program, defining the elements to be captured in the <AGENCY> EA, defining the ways of categorizing those elements, and clarifying the relationships between those elements. Having clear EA Frameworks enables analysts to support enterprise analytical efforts that are more accurate, faster, and consistent over time. The framework and policies that the <AGENCY> EA program uses integrates and aligns the frameworks and policies of OMB, <AGENCY>, and programs with <AGENCY>. This framework is called the <AGENCY> EA Framework. The Contractor shall:

1. Analyze current and future OMB and <AGENCY> policies, reference models, and EA guidance to make recommendations for alignment and improvements to the <AGENCY> EA framework.
2. Integrate the <AGENCY> BRM within the <AGENCY> EA Framework and the <AGENCY> EA Knowledge Base.
3. Recommend adjustments to improve the <AGENCY> BRM and to better align it with <AGENCY> and OMB guidance and requirements.
4. Support continued development and maturation of the <AGENCY> Business Reference Model.
5. Analyze component or segment specific business frameworks and develop a cross walk to integrate the frameworks with the <AGENCY> EA framework and the <AGENCY> EA Knowledge Base.
6. Document <AGENCY> EA’s <AGENCY> EA Framework policies, glossary, business rules, and implementation decisions.

## Subtask 3: Data Architecture Support

<AGENCY> EA program develops and documents data layers of the <AGENCY> Architecture to align with <AGENCY> and OMB requirements and to inform IT decision makers.

The Contractor shall:

1. Maintain and update the <AGENCY> System Interaction Model (SIM), which documents logical interfaces among <AGENCY> systems in the <AGENCY> EA Knowledge Base from the updates of the <AGENCY> System Census and other sources, as needed. Support annual revision and publication of the SIM Diagram and regular minor updates of the underlying data.
2. Create, as needed, focused views from the overall <AGENCY> SIM to focus on a single system, a business segment, or other sub-set of the SIM.
3. Provide large format copies of the current SIM.
4. Perform analysis of a segment of <AGENCY>’ enterprise to clarify and document sources of specific types of data, the data needs of specific <AGENCY> programs or stakeholders, or other data architecture analyses.
5. Perform analysis and provide recommendations to grow and mature <AGENCY> EA’s data architecture information and activities, developing a clear role for the <AGENCY> EA within <AGENCY> and meeting requirements from <AGENCY> and OMB.
6. Support coordination efforts with other <AGENCY> Groups and Divisions that provide data products or service.

## Subtask 4: Process and Coordination

The <AGENCY> EA program actively gathers and collects information from across the enterprise and, in addition, coordinates efforts with other program- specific EA programs to collect and store EA information. The <AGENCY> EA program needs to maintain a Configuration Management Plan to ensure accurate and timely data is reposed in the EA Knowledge Base from across the enterprise and to make that data available to the enterprise. The <AGENCY> EA program will work with other groups within <AGENCY> to include their data when appropriate in the <AGENCY> EA Knowledge Base. In addition, <AGENCY> EA program coordinates and supports efforts with the Capital, Planning and Investment Control (CPIC) program and with the <AGENCY> information security team to ensure support of IT Investment planning and proper documentation of existing systems.

The Contractor shall:

1. Develop and maintain an EA Configuration Management Plan that ensures accurate and timely data is maintained in the EA Knowledge Base.
2. Support the coordination with other <AGENCY> groups collecting EA Artifacts and Information to develop standards and processes to share and collect information with the goal of making EA data available to the entire <AGENCY> enterprise.
3. Support and mature the integration and coordination of processes between the <AGENCY> EA Program and the <AGENCY> Chief Information Security Officer to ensure accurate system and security information is tracked in the HEAR.
4. Support and mature the integration of <AGENCY> EA program processes with the CPIC processes to ensure sharing of information to support decision making and develop of line of sight between IT investments and data collected in the EA Knowledge Base.
5. Support working groups and coordination efforts to develop standards and repeatable processes with other groups in <AGENCY> collecting EA data and developing EA artifacts. Focus of these efforts should be on growing the EA Knowledge Base and developing a single reference location for <AGENCY> EA data.

# Task 4: Enterprise Architecture Development and Analysis

The <AGENCY> EA Program is frequently asked to lead, participate in, or provide data to support various enterprise-level analytical efforts at <AGENCY>. The Contractor shall perform, including, but not limited to the following activities to provide enterprise analysis support and oversight of all related EA analysis activities, products, processes, and deliverables as directed by the COR and/or GTL:

1. Recommend approaches for <AGENCY> to provide enterprise level analysis to support various strategic and management decisions. These approaches have to maximize the EA data available within our existing EA frameworks as well as identify gaps in data needed to complete the analysis. Ensure deliverables can be recreated and used as an enterprise knowledge resource available to project level initiatives and executive decision making.
2. Develop artifacts as prescribed in the current OMB guidance and/or in alignment with EA best practices that enable EA analysis for guiding the investment and implementation of IT from the current environment to a future envisioned modern IT environment.
3. Look across the current IT project-focused EA efforts to identify where business and technology needs overlaps and where commonalities exist in current implementations. Document the commonalities as potential enterprise business capabilities. Develop high-level requirements, value, strategy alignment and risks associated with the development of new business capabilities to meet the evolving or existing requirements of <AGENCY> business priorities. Current and future states, roadmaps and gap analysis are potential tools to further define and clarify business capabilities.
4. Develop methods and practice using business process management principles to engage <AGENCY> stakeholders and business owners in documenting business processes and maintaining a continuous improvement process for EA.
5. Conduct targeted focus group sessions with Agency stakeholders to identify the agency’s optimal state for the business, data, service, and technology operations and architectures. The target architectures shall consider all activities and business drivers defined in the current <AGENCY> IT strategic plans, current <AGENCY> enterprise roadmaps, and current legislation.
6. Assist <AGENCY> EA in conducting initial investigation, impact analysis and business architecture reviews of candidate IT investments and projects, new legislation, and segment architectures to ensure business alignment and compliance with <AGENCY>, and the Office of Management and Budget’s Federal Enterprise Architecture requirements. The Contractor shall submit the findings in writing and must include but are not limited to:
	1. Current and Future State business diagrams from <AGENCY> EA’s artifact toolkit that could graphically portray business flow logic in terms of the tasks that are performed, roles required to complete each task, the information that is used or produced by the business activity, business risks, data exchanges, and the IT systems that support that process.
	2. Data from the <AGENCY> EA Knowledge Base that was leveraged to complete the business architecture review.
	3. Identification of opportunities for reuse and consolidation.
	4. Investment/project alignment with the mission of the organization and consistency with the <AGENCY> EA and Federal Enterprise Architecture.
	5. Impact statement to address if the investment/project potentially impacts, duplicates, interferes, or contradicts another investment/project.
	6. Recommendations to leverage another investment/project that already exists, is proposed, is under development, or in operation if applicable.
	7. Identify the investment/projects impact on the IT environment.
	8. Identify business alternatives and the trade-offs among them for meeting business needs.
	9. Identify opportunities of business process reengineering that support business needs while improving overall mission performance, and
	10. Document new or updated information and findings in the <AGENCY> EA Knowledge Base.

# Personnel

1. Project Manager / Enterprise Architect
	1. 4 years of IT Professional experience for projects similar in size and complexity, including at least 2 years of experience in Enterprise Architecture;
	2. Directs and coordinates the planning and executing of a program that involves multiple projects and personnel;
	3. Interacts directly with the government COR and/or GTL regarding status, progress, and issues;
	4. Provides day-to-day technical and analytical guidance to project team;
	5. Strong knowledge of <AGENCY>.
2. Enterprise Architect
	1. 5 years of IT experience, including at least 3 years of experience in Enterprise Architecture and its components for projects similar in size and complexity;
	2. Demonstrates extensive practical experience and applied knowledge in EA development practices, core principles and best practices in accordance with OMB guidance including the FEA Collaborative Planning Methodology;
	3. Provides technical and analytical guidance, as well as architectural oversight, to EA Team;
	4. Provides overall direction, guidance, and definition of business architecture to effectively support business strategy;
	5. Experience with identifying and documenting capability and initiative needs and strategic prioritization into business architecture deliverable;
	6. Integrates and translates complex concepts into tactical action plans.
3. Enterprise Architect / Tool Support
	1. Technical knowledge of importing and exporting information to and from EA tools, other enterprise management tools, and common desktop tools;
	2. Experience with database development and management;
	3. Facility with handling manual batch imports and exports as well as scripting and simple automation techniques;
	4. Experience in report development using common reporting tools, linking visual diagrams to data stores - especially BPMN, and generating visual diagrams from data sets;
	5. Demonstrates extensive practical experience and applied knowledge in EA development practices, core principles and best practices in accordance with OMB guidance.
4. Data Architect
	1. Translate business needs into long-term architecture solutions;
	2. Evaluates reusability of current data for additional analyses;
	3. Conducts data cleaning to rid the system of old, unused, or duplicate data;
	4. Reviews object and data models and the metadata repository to structure the data for better management and quicker access.
5. Lead EA Expert / Senior Modeler
	1. 4 years modeling experience, including at least 2 years of experience in Enterprise Architecture for projects similar in size and complexity;
	2. Performs as team lead in providing guidance, expertise, and direction for team members;
	3. Understanding of enterprise-level business functions, processes, and solutions in the health care environment;
	4. Performs modeling and analysis applies experience of business modeling techniques (macro and micro level), and impact analysis to help organizations understand and manage their enterprise architecture, analyze their business processes, and propose alternative business solutions for consideration;
	5. Serves as senior subject matter expert associated with content, processes, and procedures;
	6. Defines enterprise architectures in accordance with OMB specifications using modeling tools.
6. EA Analyst / Modeler I (Junior Level)
	1. At least 1-year modeling experience for projects similar in size and complexity;
	2. Performs modeling and analysis applies experience of business modeling techniques (macro and micro level), and impact analysis to help organizations understand and manage their enterprise architecture, analyze their business processes, and propose alternative business solutions for consideration;
	3. Defines enterprise architectures in accordance with OMB specifications using modeling tools.
7. EA Analyst / Modeler II (Senior Level)
	1. At least 3 years modeling experience for projects similar in size and complexity;
	2. Performs modeling and analysis applies experience of business modeling techniques (macro and micro level), and impact analysis to help organizations understand and manage their enterprise architecture, analyze their business processes, and propose alternative business solutions for consideration;
	3. Defines enterprise architectures in accordance with OMB specifications using modeling tools.

The following labor categories will be listed as Key Personnel on the contract:

* (Quantity 0.5) Project Manager / Enterprise Architect
* (Quantity 1) Enterprise Architect
* (Quantity 1) Enterprise Architect / Tool Support
* (Quantity 0.5) Data Architect
* (Quantity 1) Lead EA Expert / Senior Modeler

# Delivery Schedule

The Contractor shall produce all deliverables as outlined.

1. Draft/Final: All document deliverables require both a Draft and a Final version (See Delivery Schedule below). The Final copy is to be a submission of the full document with all <AGENCY> comments resolved. The deliverable cover page shall be clearly marked Draft or Final.
2. Updates: Many of the deliverables require the Contractor to provide updates. Unless otherwise specified, there is an expectation that the Contractor shall notify <AGENCY> when they foresee a change to the content and then provide a document update based upon <AGENCY>- approved content revisions and a mutually agreed upon delivery date. All documents shall contain a date. Documents shall be maintained and kept current by the Contractor.
3. Monthly Reports: The data collection period for each monthly report shall be based on a whole month (e.g., April 1 through April 30). The Contractor shall ensure that the data in the recurring monthly reports are accurate and consistent with one another, assuring that each monthly report also incorporates any subcontractor’s data for the same period of time.
4. Ad Hoc: The Contractor shall provide ad hoc documentation at <AGENCY>’s request.

Where timeframes are stated, <AGENCY> may choose to give consideration to unforeseen circumstances. Therefore, deliverable due dates are as stated unless otherwise agreed to by <AGENCY> and the Contractor. For the structure of the deliverables, the Contractor’s format shall use the <AGENCY> standard desktop suite. Deliverables shall be distributed as follows:

* <AGENCY> Contracting Officer – transmittal letter only
* <AGENCY> COR/GTL – 1 soft copy via email or as mutually agreed.

In performing the services and providing the support described in the Statement of Work, the Contractor shall provide the deliverables NO LATER THAN the dates shown in the table below.

Table List of Deliverables

| **Deliverable** | **Format** | **Due Date** |
| --- | --- | --- |
| Project Kick-Off Meeting | N/A | 5 business days post award |
| Project Work Plan | Microsoft Word | 14 business days post award |
| Monthly Status / Financial Reports and Meeting | Microsoft Word, Excel | Monthly |
| Monthly Management Meeting | N/A | Monthly |
| Support for Presentations and Reports | Microsoft Word, Excel, PowerPoint | As needed |
| EA Program Management Plan | Microsoft Word | To Be Determined |
| EA Communication Plan | Microsoft Word | To Be Determined |