

Statement of Objectives
For the Acquisition of
Internal Communications
Business Process Re-engineering

United States Department of Agriculture
Food and Nutrition Service

RFP: FNS 08-201JAK

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1.0 INTRODUCTION

1.1 Purpose

Assess the existing FNS internal communication and review capabilities and identify alternatives that would provide for electronic central storage, archiving, retrieving, routing and completion of documents that could be accessed throughout the offices under the Associate Administrator for Special Nutrition Programs (AASNP), Food and Nutrition Service, including remote user access.

1.2 Background

Many types of documents go through AASNP for review, e.g., reports to Congress, internal correspondence, and messages intended for external audiences. Each document subject to AASNP consideration is subject to a process of review and clearance to ensure that the message to be delivered is factually accurate and in alignment with the policies of the agency. The time that it takes for a person to read and consider the content is accepted as a given for this project. It takes as long as it must in order to understand and potentially revise the message. However the administrative work behind generating copies, identifying the order of review, tracking changes and locating and identifying the status of any single document are all processes that can be positively impacted by introducing automation.

1.3 Mission

The mission of FNS is to provide children and needy families better access to food and a more healthful diet through its food assistance programs and comprehensive nutrition education efforts.

This investment supports the FNS mission by increasing the operational efficiency of the agency through a decrease in the cost of one of the administrative functions that must be performed to conduct business.

1.4 Current Environment

In the current non-automated process there are several deficiencies that must be addressed. First, there are situations in which two people may be electronically editing a document at the same time which results in a loss of work from one of those editors. Additionally, the speed and efficiency in which the review process moves is not always in alignment with the needs of the correspondence. Next, with the introduction of new people into the AASNP culture, it is more important to create mechanisms that allow the agency to retain and have quick access to past content that is similar to or related to current needs. Finally, AASNP needs some way of reassigning work and balancing the load when someone is out of the office and unable to meet the requirements of the review process and to permit remote access editing and tracking should someone on travel need to work off-site.

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1.5 Scope

The scope of these requirements is to consider and document what needs to occur in order to revise the business process. Specifically a Requirements Specification, Concept of Operations (ConOps), Alternatives Analysis and Project Management Plan shall be completed and delivered. The first two specifications shall adhere to the templates specified in Attachments A and B of this SOO.

The limiting factor on the scope of this project is that all work must be within AASNP. Branching outside of that authority of the Associate Administrator is outside of the scope of consideration. The process described in the deliverables shall be both modular and abstract so that they can be leveraged for other offices in the agency.

2.0 OBJECTIVES

There are four objectives to this Statement of Objectives (SOO)

1. To identify all of the areas for which requirements shall be gathered
2. To gather requirements to a level of detail that will allow the solution to be designed
3. To structure requirements activities in a manner that allows for efficient use of government personnel and resources
4. To establish traceability for requirements through the entire process.

3.0 MINIMUM SYSTEM FUNCTIONALITY FEATURES/REQUIREMENTS

- 3.1.1 Ability to coordinate and reassign or assign new resources to any single review.
- 3.1.2 Eliminate the risk of overwriting or missing comments during concurrent reviews and maintaining strict version control.
- 3.1.3 Need two distinct processes by which the review process is performed based on a time requirement.
- 3.1.4 A 'Package' may include a number of attachments, or other files which may be different file types than the correspondence under review.
- 3.1.5 Need to establish a relationship with tracking products or systems.
- 3.1.6 Default review chains will be established to help reduce error in making this decision. The "Originator" may override the default review chain if appropriate. The review process may be amended by the Coordinator.
- 3.1.7 The last reviewer in the process is responsible for designating a package as "Final Draft".
 - 3.1.7.1 "Final Drafts" are available to download and travel with hard copies of the document. When documents are signed and sent out officially, a pdf of the "Final" electronic file will be saved in the file and the originator will be notified.
- 3.1.8 Assistance and reference material shall be available in the product.
- 3.1.9 Meta Data for each package shall be captured.
- 3.1.10 The product will have search capabilities
- 3.1.11 Easy access to the original request and attachments, the changes made throughout the clearance process, a notes section for comments received by email or verbally or additional pertinent information and the final signed outgoing document for a time limited period, to be specified.
- 3.1.12 Easy access to the original request and attachments, the final signed outgoing document and attachments, and a notes section for pertinent information. This information must be kept, recorded and available indefinitely.
- 3.1.13 The product must have the capability to audit edits, additions and deletions by user name, date and time.
- 3.1.14 The product must be able to generate reports by a variety of dimensions.
- 3.1.15 Notification of when to begin.
- 3.1.16 Late notification

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3.1.17 This product will be scalable to potentially provide service for the entire agency, including the regions. The product will also be scalable to accommodate different types of documents.

3.1.18 Provide for remote access drafting, review, editing, notification and approval.

4.0 CONSTRAINTS

The work identified in this procurement shall adhere to the rules, regulations, laws, standards and conventions identified by the Agency, the Department as well as within the federal government. Specifically this procurement shall be bound by:

- Federal Acquisition Regulations (FAR)
- Clinger-Cohen Act
- Computer Security Act, 1987
- Critical Infrastructure Protection, May 1998
- Government Information Security Reform Act, October 2000
- An Introduction to Computer Security: The NIST Handbook, December 1995
- Risk Management Guide for Information Technology Systems, October 2001
- Guide for Developing Security Plans for Information Technology Systems, December 1998
- Security of Federal Automated Information Resources, February 1996
- A Practical Guide to Federal Enterprise Architecture, February 2001
- Computer Security Act
- Section 508 of the Rehabilitation Act of 1973
- e-Gov platforms including:
 - e-Authentication
 - President's Management Agenda (PMA)
 - Enterprise Architecture
 - Capital Investment Planning protocols
 - IT Security Line of Business
 - Compliance and integration with all appropriate e-Gov Initiatives
 - Paperwork Reduction (PRA) & Government Paperwork Elimination Acts (GPEA)
 - ADP/Information Security Program
 - HSPD-12, the National Institute of Standards and Technology (NIST) released Federal Information Processing Standards (FIPS) 201, "Personal Identity Verification (PIV) of Federal Employees and Contractors".
 - FIPS 201 provides implementation guidelines and qualification standards for compliance. All Federal agencies are required to implement the identity verification, vetting, and badge issuance objectives of FIPS 201 by October 27, 2005.

5.0 TASKS

The first three Tasks are designed to facilitate business process analysis and business process re-engineering. Each system exists for one simple and specific reason; to execute an automated business process. To the extent that the business process is undefined, not well understood, applied differently in different circumstances, or needs to be adjusted, these first Tasks facilitate clarity in the business process to be automated. The remaining tasks represent the more traditional requirements and design processes.

5.1 Task 1 Baseline Business Process Definition

The contractor will work to develop models representing the baseline or 'as-is' business process. The models shall begin as high-level models and be progressively elaborated to finer levels of granularity. The amount of granularity required for the process diagram decomposition shall be to the level that identifies all known nuances and steps in the business process. These models shall identify all scenarios including the common path or 'happy path' as well as alternate paths and exception paths.

This task shall identify operations that are automated as well as those that require human intervention. The contractor shall work with the Contract Officer Representative (COR) to identify ALL relevant stakeholders for the baseline business process.

5.2 Task 2 Benchmark Business Process Definition

The contractor will work to develop models representing the benchmark or 'to-be' business process. The models shall be congruent in every way to the models and products delivered under Task 1. The amount of granularity required for the process diagram decomposition shall be to the level that identifies all known nuances and steps in the business process. These models shall identify all scenarios including the common path or 'happy path' as well as alternate paths and exception paths. The contractor shall update the nearly complete "Vision" document (attachment A) with new information discovered in Tasks 1 and 2.

5.3 Task 3 Business Analysis

The contractor shall provide business analysis expertise to compare and contrast the baseline and benchmark business process diagrams to identify the amount of change from the former to the latter. These models, their requisite descriptions, and the identification and description of the changes between the two shall then serve as the baseline scope from which the traditional requirements gathering activities shall be initiated.

A deliverable will be the creation of an Alternatives Analysis in which at least three separate solutions and their total cost of ownership are considered before identifying the option that provides the best value to the government.

Another deliverable shall be the creation of a Concept of Operations based on the IEEE 1362 standard. This deliverable is particularly appropriate to this stage of the development process because clauses 3, 4, and 5 identify the baseline process, the elements to be changed and the benchmark process in a way that makes sense to the business user.

5.4 Task 4 Requirements Elicitation

The contractor shall provide resources to gather requirements. Care shall be taken to include business requirements as well as hardware requirements, architecture requirements, security requirements and nonfunctional requirements including but not limited to performance, scalability, reliability etc.

There are a variety of tools and techniques that may be utilized to elicit requirements. Some teams like to identify the entire process at a high level and then decompose the most complex portions to granular requirements. Some teams like to take discrete segments in the business order of operations and fully define them before moving on to the next segment. In this situation the government is not going to dictate the strategy for the contractor to follow. However the contractor shall develop and deliver a document called the Requirements Strategy that shall identify each of the following:

- Description of the scope for which requirements shall be collected
- Description of the boundaries outside of the scope of the requirements effort
- Roles of the different people involved in the process
- A description of what is needed or expected from each role
- A description of the process by which requirements shall be collected
- A description of the milestone dates by which segments/modules should be complete

While FNS relies on the contractor's best judgment and knowledge of industry standards and best practices to develop a strategy that will yield efficient success, one key aspect of this process is required; every requirement, high-level or detailed, shall have a corresponding verification component. This verification component should be thought of as the criteria by which all parties shall consider that requirement to have been met or achieved. Once the Requirements Strategy is approved the contractor shall then execute that strategy and deliver a Requirements Specification, also known as a Functional Requirements Document (FNS Template). The Requirements Specification shall include a Requirements Traceability Matrix (RTM), which shall include a column for the verification criteria. Objective number 4, the traceability of requirements, is an important aspect of the Requirements Specification/RTM and shall be a critical part of the remaining tasks.

The contractor shall leverage the process diagrams already developed to create Unified Modeling Language (UML) deliverables (artifacts). UML may include the following based on the discretion of the COR:

- Use Cases (graphic and narrative) (all relevant paths)
- Activity Diagram

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- Communication Diagram

The final deliverable is a Project Management Plan to actually build the products or system that was designed. The Project Management Plan shall include each of the following at the discretion of the COR:

- Scope Statement
- Work Breakdown Structure (WBS) including dictionary
- Organizational Breakdown Structure/ Responsibility Assignment Matrix
- Network Diagram
- Project Milestones
- Detailed Project Schedule (Microsoft Project)
- Cost Estimate
- A Description of each of the following:
 - Staffing Process
 - Subcontracting Plan
 - Risk Management Process
 - Quality Management Process
 - Communications Management Process
 - Scope Management Process
 - Cost/Schedule Management Processes
 - Earned Value Reporting Process

This Project Plan shall be used to develop a business case and secure funding to build the solution designed in this acquisition. This project Plan will be used as the basis for a different firm fixed price contract to develop, build and deploy the solution.

6.0 SCHEDULE OF DELIVERABLES

Deliverable	Due	Quantity
Project Status Report	Weekly	TBD
Requirements Specification	Project Schedule	1
Concept of Operations	Project Schedule	1
Alternatives Analysis	Project Schedule	1
Project Management Plan	Project Schedule	1
Updated Vision Document	Project Schedule	1

7.0 LIST OF ATTACHMENTS

Attachment A: Requirements Specification

Attachment B: Concept of Operations