

Statement of Work
Department of Transportation
Office of the Secretary
Financial Systems Modernization
Program Management Office Support Services

1.0 Purpose

The purpose of this statement of work is to obtain contractor services for the United States Department of Transportation's (DOT) Financial Systems Modernization (FSM) Program in support of the FSM Program Management Office (PMO).

2.0 Background:

Established in 1967, DOT sets Federal transportation policy and works with State, local, and private sector partners to promote a safe, secure, efficient, and interconnected National transportation system of roads, railways, pipelines, airways, and seaways. DOT's overall objective is to create a safer, simpler, and smarter transportation program for the United States. DOT employs almost 60,000 people across the country, in the Office of the Secretary of Transportation (OST) and through twelve Operating Administrations (OAs) and bureaus. Each OA maintains its own management and organizational structure, while OST provides overall management direction and Departmental administrative oversight, policy and support.

DOT is the first Cabinet-level federal entity to successfully implement a state-of-the-art commercial off the shelf (COTS) solution for Financial Management throughout the entire Department. All of DOT's federal agencies are on a single instance of the Oracle Enterprise Resource Planning (ERP) software solution called Delphi. Delphi was implemented by and is supported and hosted by the Enterprise Services Center (ESC). ESC is a Federal Aviation Administration (FAA) organization that is a cross-servicing division of DOT, and is located at the FAA Mike Monroney Aeronautical Center (MMAC) in Oklahoma City, Oklahoma. The DOT OST Office of Financial Management (B-30) provides the Delphi Program with Departmental sponsorship and managerial oversight. Additionally, B-30 develops DOT-wide financial policy and performs oversight and strategic direction for DOT financial operations.

Additionally, ESC is one of four federal Shared Service Providers (SSP) designated by the Office of Management and Budget (OMB) to provide financial management information system services to other governmental agencies. In addition to serving DOT, ESC supports other federal entities. At this time the following organizations are non-DOT customers of the Delphi system: The National Endowment for the Arts (NEA), Institute of Museum and Library Services (IMLS), the Commodity Futures Trading Commission (CFTC), and the Government Accountability Office (GAO).

ESC is responsible for all Oracle applications development and programming via Oracle program extensions, Oracle system administration, Oracle application administration, Oracle security administration, performance monitoring and all other Oracle technical related production maintenance activities. ESC performs all Delphi functional activities, including design and development of custom extensions, global Oracle applications setup, testing all functional software changes, Tier 2 help desk support and all functional related production control activities. ESC provides Delphi UNIX/Linux operating systems software support, ESC Delphi server hardware administration, console operations, Delphi database administration and all physical server facilities support. Additionally, over the last several years, all the financial transaction processing of every DOT OA has been consolidated to the ESC. ESC provides month-end and year-end close resources, centralized cash operations services, financial statement generation and Delphi/Oracle data integrity reconciliation services for most of the DOT OAs and its non-DOT customers.

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3.0 Scope of Work

DOT is requesting contractor assistance with performing program management support activities in support of the FSM Program Management Office (PMO). The Department is performing a technical upgrade to Oracle's Federal Financials Release 12 with a planned go live of May 2014. The contractor selected to perform these services will be responsible for identifying the various activities of the functional and technical workgroups associated with the FSM. As such, the contractor selected to provide PMO support may be precluded from competing on other contracts associated with the FSM due to an organizational conflict of interest.

Primary PMO tasks include but are not limited to the following:

Task 3.1: Develop and Update Program Management Tools and Documents

- Monitor and update an overarching Integrated Master Plan (IMP) which identifies events, accomplishments, and criteria that must be achieved to complete key FSM Goals
- Monitor and update a time-based Integrated Master Schedule (IMS) which supports the IMP and produces a networked, multi-layered schedule showing all the detailed tasks, task relationship and dependencies, constraints and critical paths required to accomplish the work effort contained in the IMP
- Establish in coordination with the work streams and leads the development of IMS and related tasks into project management deliverables to include but not limited to project plans, timelines, work packages, , and status reports
- Monitor and update the change management plan that includes a communications, outreach and R12 training strategy for the FSM

Task 3.2: Coordinate, Consolidate and Monitor Work Stream Activity

- Monitor progress and ensure horizontal and vertical integration of all IMS and work stream efforts
- Monitor progress and ensure success through continual risk analysis of the IMP and IMS
- Provide weekly status updates to the Contracting Officer's Representatives (COR) on the PMO progress in performing the four tasks described in this SOW
- Provide assistance with change control, quality management, and risk management
- Monitor the FSM integrated projects plan to determine whether projects with FSM dependencies have impacts to Release 12

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Task 3.3: Provide Strategic Advice Industry Best Practices

- Provide advice on the strategic direction to the program in regards to federal financial management and systems integration specifically focused on the Oracle Federal Financial platform
- Provide insight into industry best practices through benchmarking analysis

Task 3.4: Provide Administrative Support

- Document FSM meetings with timely, well-written and accurate meeting minutes
- Coordinate all FSM meetings through the use of Microsoft Outlook and in conjunction with the DOT Conference Center
- Maintain the FSM “Share Point” website to include organizing and posting documents in a timely and easy to access manner
- Assist the FSM by preparing presentations for COR use in briefing the FSM stakeholder community as needed

4.0 Project Deliverables

The contractor will provide the following deliverables in support of this contract:

- Updated Integrated Master Plan (IMP), weekly
- Updated Integrated Master Schedule (IMS), weekly
- Updated Change Management Plan, as changes are requested
- Updated Communications Plan, as changes are requested
- Updated Performance Reporting Plan (PRP), as needed
- Outreach deliverables, which include outreach strategy and plan; change champion training documents; FSM Marketing pack (marketing materials that will be used during outreach, including: posters, handouts, and transformation team related introductory materials)
- Stakeholder Alignment deliverables which include:
 - Stakeholder Alignment Strategy, as changes are requested
 - Stakeholder Analysis Document, as changes are requested
 - Stakeholder Communications, monthly
- Updated R12 Training strategy, as changes are requested
- Recording of Delphi processes using User Productivity Kit and courseware for R12 delta training, November 2013
- Recording of Delphi processes using User Productivity Kit and courseware for R12 full functionality training, May 2014
- Project briefings for stakeholder meetings, monthly

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5.0 Labor Categories:

The following labor categories and qualifications are required to perform the tasks listed in this statement of work.

Senior Manager:

General Experience: Requires a minimum of eight years of consulting experience including experience in project scope and approach, focus on project delivery and business and technical integration.

Functional Responsibility: Provides senior level management and direction to the project. Maintains responsibility for managing the project team and for overall project delivery. The Senior Manager assumes regular interaction and communications with the COR.

Minimum Education: A 4-year course of study leading to a bachelor's degree is required. Project Management Professional certification required.

Manager:

General Experience: Requires a minimum of five years of consulting experience including experience in all aspects of leading a project including understanding business needs, experience in formulating project plans, and knowledge of system design and technical solutions.

Functional Responsibility: Provides management and direction and is focused on delivery. The Manager serves in the role of a team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other project staff. Conducts analyses of issues and develops creative solutions and recommendations.

Minimum Education: A 4-year course of study leading to a bachelor's degree is required.

Senior Consultant:

General Experience: Minimum of four years of consulting experience to include analysis of project data, development of project management deliverables.

Functional Responsibility: Provides senior-level analytical and program support. Assists in the development of engagement deliverables. Conducts analysis of appropriate consulting tolls to satisfy program requirements.

Minimum Education: A 4-year course of study leading to a bachelor's degree is required.

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Consultant:

General Experience: Requires a minimum of one year in the consulting field. Experience includes proficiency in analysis and defining business needs, applying methodologies, and development of project deliverables.

Functional Responsibility: Provides analytical and program support. Serves as the key analytical resource. Assumes responsibility for conducting relevant research, analyzing data and creating reports.

Minimum Education: A 4-year course of study leading to a bachelor's degree is required.

6.0 Period of Performance:

The period of performance shall consist of one base year from July 17, 2013, to July 16, 2014, and a one year option period to be exercised at the sole discretion of the government from July 17, 2014, to July 16, 2015.

7.0 Government furnished equipment/facilities:

The government will provide temporary office space to include telephone and computer hook up at the Enterprise Services Center and DOT Headquarters when required to perform the task order requirements.

All materials provided by the Government during the course of this contract will remain the property of the Government and will be returned on completion of the contract. All deliverables prepared by the contractor during the course of this contract will also remain the property of the Government upon contract completion.

8.0 Security Requirements:

Unique security requirements may be associated with contract performance. These requirements may include, but are not limited to:

1. Special pass or identification
2. Special security clearance
3. Special escort requirements

9.0 Travel Requirements:

Travel is anticipated during performance of this contract. Travel will be within the United States primarily to Oklahoma City, OK and Washington, DC as requested. Travel expenses are to be reimbursed in accordance with Federal Travel Regulations. Travel and estimated reimbursable expenses must be approved prior to travel by the COR.

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10.0 Place of Performance

The contractor will be required to perform the task order requirements at the Department's Headquarters in Washington, DC and the Enterprise Services Center in Oklahoma City, Oklahoma.

11.0 Hours of Performance

The contractor will be required to perform the task order requirements during regular business hours from 9:00 a.m. to 5:00 pm. Monday through Friday.

12.0 Personnel Supervision

This contract was neither formed as nor is it to be administered or performed as a personal services contract. Accordingly, the contractor shall designate appropriate and sufficient supervisory personnel to meet task outcomes. Contract supervisors will provided day to day supervision of all contract personnel including, but not limited to, work assignments and performance monitoring, payroll records, leave approval and monitoring, etc. At no time will DOT or other government managers or personnel supervise contractor personnel. The DOT/ESC will provide, as needed by the contractor and its employees, limited assistance in the form of technical and policy guidance through the assigned COR.

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Glossary of Terms

1. Integrated Master Plan (IMP). A document which explains the overall management of the FMBT, and is an event-based plan consisting of a hierarchy of program events, with each event being supported by specific accomplishments, and each accomplishment associated with specific criteria to be satisfied for its completion.
2. Integrated Master Schedule (IMS). An Integrated Master Schedule (IMS) is a high-level schedule that shows all major activities, events, key milestones, and deliverables for the overall program. It provides an integrated view of all the subordinate project schedules that are developed separately at lower levels of detail. The IMS will be designed to combine the critical elements of the workgroups' project schedules into one master schedule. The IMS will then be used to determine the critical path for the overall initiative, show the interdependencies between work streams, tasks and milestones, and track progress of major deliverables. The IMS will be linked directly to the multiple project schedules MS Project.
3. Change Management Plan. A document which defines activities and roles to manage and control change during the FMBT.
4. Communications Plan. A document which defines activities conducted to exchange messages and information with the stakeholder(s).
5. Performance Reporting Plan (PRP). A document that describes the overall status reporting process, and is closely related to the Communications Plan. The Performance Reporting Plan describes the type of information that will be captured to depict program status, and presents the tools, techniques, and processes used to capture and display that information. At a minimum, performance reporting will include information on cost, schedule, scope, risk, and resources and will be reported in either a consolidated format or on a task by task basis, depending on the task. The PRP will provide stakeholders with timely information on how the overall program is performing and will be displayed as dashboards, scorecards, or status updates and will be conveyed to stakeholders as part of regular updates.
6. Consolidated Business Requirements. A document that includes consolidated and organized business requirements derived from the FMBT workgroups that will serve as the functional requirements for the system upgrade to Oracle 12iFSIO.
7. Event: An event is a program assessment point that occurs at the culmination of significant program activities.
8. Task or Activity: An element of work performed during the course of a project. An activity has an expected duration, expected cost and expected resource requirements. Time-phased, detailed activities, where work is accomplished and funds are expended, are required to support the IPM and meet FMBT program requirements.
9. Work Package: Short to mid-term in duration projects that are planned, executed and managed using standard project management principles by the FMBT workgroups. A work package is the point where work is planned, progress is measured, and earned value is tracked.