

## Statement of Objectives

### Introduction:

This Statement of Objectives describes the basic objectives of the Department of Homeland Security (DHS), U.S. Customs and Border Protection (CBP) and is provided in lieu of a Government written Statement of Work (SOW). This approach provides business partner the flexibility to develop cost effective solutions and the opportunity to propose innovative alternatives meeting the stated objectives. It also presents the Government with an opportunity to assess the business partner's understanding of all aspects of the effort to be performed by eliminating the "how to" instructions to accomplish the required effort normally contained in the SOW the government provides to industry.

### Background:

The growth of the Office of Finance and its U. S. Customs and Border Protection (CBP) customer base has resulted in a need to identify solutions that will enable knowledge and information sharing, exchanging of best practices, and a forum for creative solutions development. Also, CBP's Commissioner recently communicated the need for the agency to focus on partnership and collaboration between CBP's component organizations to successfully plan for and execute its mission to safeguard America's borders. Knowledge Management (KM) is the collection of processes that govern the creation, acquisition, dissemination and utilization of knowledge. As a solution, KM will enable OF to meet this need.

In 2006 the Procurement Directorate established a knowledge management team charged with developing an acquisition Knowledge Management System (KMS) and establishing communities of practice for the Procurement Directorate that:

- Retains institutionalized knowledge,
- Identifies, stores, manages, markets and assesses acquisition best practices,
- Maximizes group collaboration,
- Increases available time for procurement personnel to interact with internal and external customers, and
- Accelerates development of workforce knowledge and expertise.

The result of this effort is the Acquisition Resource Management System (ARMS), which is currently in its first phase deployment, with full deployment planned for October 2007. The Procurement Directorate presented ARMS to OF leadership, including the AC and the OF Strategic Leadership Team, as a best practice solution for enterprise-wide consideration. The solution was presented at a time when other directorates within OF were identifying and attempting to

resolve issues with education, communication, cross-collaboration, and access to information needed to improve both strategic and operational performance.

In addition, several OF improvement initiatives are including analysis of knowledge management and communication solutions in their recommendations for future improvement. These initiatives include the Transition Management Team (TMT) addressing the establishment of capital programming capability in CBP, the Asset Management organizational assessment, and organization wide project management and process improvement initiatives.

In an effort to support the strategic goals, objectives, and strategies set forth in the CBP and OF Strategic Plan, recent OF improvement initiatives, as well as those identified by the President's Management Agenda (PMA), the OF Strategic Leadership Team developed a business case for OF-wide deployment of the ARMS solution. This document presents the organizational need, analysis of alternatives and impact, and preliminary implementation considerations support the decision to approve the resources required to implement an OF-wide KMS utilizing ARMS.

**Scope:**

The purpose of this effort is to develop a Knowledge Management System (KMS) and to facilitate Communities of Practice (COP) for OF in support of the OF Strategic Plan.

Under this effort, the successful business partner shall develop a web-based (intranet application) KMS employing cutting edge technology to provide CBP users with information useful in completing their mission.

The KMS will contain features, functions, and information to help save time and increase productivity for all CBP OF employees. With cutting edge website technologies, the KMS will also function as a virtual mentor particularly for new employees. All of this will help OF increase our focus on customer support and continue on our path to becoming the most innovative Financial Organization in Government.

CBP desires a system that will operate and provide functionality similar to that implemented within the Procurement Directorate and [www.wifcon.com](http://www.wifcon.com), the website of the Department of Veterans Affairs Procurement office, <http://www1.va.gov/oamm/>, the website of the U.S. Agency for International Development, <http://www.usaid.gov/km/links/html>, and the website of the Defense Acquisition University, [www.dau.mil](http://www.dau.mil), with a focus on CBP and DHS and related materials/information.

Examples of functionality desired in the KMS include (but are not limited to):

- Searchable library comprised of a wealth of data and documents, organized and cataloged by directorate and subject matter.
- Web log (i.e. blog) functionality facilitating real time (or near real time) open exchange of commentary, assistance, etc, between OF staff.
- Frequently Asked Questions.
- Links to other useful relevant sites.
- Consistent searching and document retrieval.
- User friendly and highly responsive interface.

The business partner's employees will have access to CBP computer system networks with the computers and LAN access provided by CBP. The business partner's work area must be in a location where connections to CBP mainframes may be established.

The business partner should be an expert program/project manager and service provider who will provide expert program management with a focus on customer service and customer satisfaction.

**Constraints:**

The business partner's employees must currently hold or be capable of obtaining a Customer Background Investigation clearance from the DHS, CBP Office of Internal Affairs.

The business partner's employees shall reside on-site at the Office of Finance's government site in Washington D.C.

**Period of Performance:**

The government contemplates a one-year period of performance to accomplish this effort with option periods.

**Program Objectives:**

The Successful business partner shall be responsible for the following specific tasks including, but not limited to:

- A. Analyzing existing internal information systems and external technologies particularly commercial off-the-shelf (COTS) solutions (e.g. recommending to CBP the purchase of both virtual mentor software and web casting software).
- B. Designing and implementing a KMS utilizing existing systems and/or new technologies that will meet information system needs of CBP OF.
- C. Integrating existing systems/repositories with the new KMS.

- D. Supporting CBP establishment and continuation including providing guidance on COP organization and structure.
- E. Providing information on the latest KMS technology trends, best practices and business strategies.
- F. Preparing knowledge management plans, policies and procedures, business plans and strategies for OF.
- G. Advising OF staff and management on knowledge management topics including information organization and architecture.
- H. Providing oral and written response and briefings for queries by staff, managers, and external clients by utilizing knowledge bases, networks, COPS, and other sources.

The business partner may likely have to consider, accomplish and/or resolve the following items/issues in its implementation of this KMS effort:

- A. Develop requirements for KMS and leverage the design and functionality of the Procurement Directorate's KMS.
  - Assimilate CBP user survey responses and results on the KMS.
  - Develop the needs of the OF.
  - Identify links to be established with other sites.
- B. Identify Placement of Completed System in CBP's IT infrastructure (i.e. CBP.net, etc.)
- C. Identify impacts of KMS operation on IT infrastructure
  - Determine impact severity.
  - Develop action plan for mitigation, working closely with CBP to mitigate risks.
- D. Identify Hardware/software requirements
  - Determine what hardware/software/equipment if any is needed to implement and sustain the KMS.
  - Develop business case with specifications.
  - Develop cost estimate.
- E. Obtain CBP IT approval of system.
- F. Develop KM system.
- G. Establish plan for sustainment (i.e. Administration/Upkeep/Updating/Refreshment etc.).

- Provide criteria for document/link addition/deletion.
  - Work with organization representatives to establish plan for periodic review/update of documents/links.
  - User Help
- H. Initiation of KMS
- Installing into CBP IT infrastructure
  - Interacting with other CBP systems (e.g. SAP).
  - Initial testing.
  - Conducting modeling and simulations; pilot testing; analyze results.
  - Resolving issues.
  - Capturing initial load of data and documents.
  - Testing and verification.
- I. Rollout to users
- Announcement.
  - Training.
  - Marketing of KMS to OF community (i.e. internal customers and stakeholders such as program offices as well as to the OF itself).
- J. Post Implementation Evaluation
- Obtain user input.
  - Determine needs for adjustment.
  - Make adjustments & revisions to KMS and system documentation.
  - System training.
- K. Sustainment/Administration of System and System Sustainability
- Implement approved plan from

The business partner will provide personnel possessing the following skill set:

- a. Experience in a KMS role or related capacity.
- b. Conceptual, analytical and innovative problem-solving ability.
- c. The ability to assess OF information needs.
- d. The ability to customize COTS KM Systems and discussion databases.
- e. Familiarity with Intranet site development and management.
- f. Ability to systematically manage tasks and projects.
- g. Understanding of KMS software platforms.
- h. The ability to gather and organize information and resources and synthesize knowledge from diverse sources of information.
- i. Familiarity with CBP's OF organization, activities, procedures, terminology, etc.

**Business Objectives:**

- I. To propose, implement and use an innovative and creative technical approach/business solution to building, sustaining and managing the OF KMS using best value contracting techniques that meets the Program Objectives set forth herein in accordance with the business partner's standard commercial practices.
- II. To encourage our business partners to propose business solutions using performance based contracting techniques with incentives designed to reward superior performance (e.g. customer satisfaction, timely submission of deliverables) and disincentives to penalize poor performance based on commercial quality standards. The business partner shall propose metrics to measure and manage performance.
- III. Specifically, we want a business partner to establish performance incentives focusing on criteria such as early deliverables/timeliness, extending the term of the contract to reward exceptional performance, and the use of surveys to measure customer satisfaction and quality. (The results of the surveys would be used to award incentives or apply deductions). We want our business partner to create positive and negative incentives normally used as industry commercial practices, which we may be able to apply to the overall, contract structure.
- IV. To determine a pricing structure to accomplish the requirements set forth in this Statement of Objectives.
- V. To determine a contract period of performance in accordance with standard commercial practices.
- VI. To determine a contract type pursuant to standard commercial practices.
- VII. To provide the Government with an electronic Weekly Status Report summarizing the business partner's accomplishments related to the effort and identifying developments, current status and any issues which affect or may affect performance or schedule. The weekly report will also provide recommendations to resolve or alleviate any problems identified.
- VIII. To provide the Government with an electronic Monthly Status Report will consist of a synopsis or "snapshot" of the Weekly Status Reports set forth above.

Point of Contact:

Organization: Customs and Border Protection, Office of Finance

Phone:

Email: