

**Department of Defense (DOD)  
Business Transformation Agency (BTA)**



**Cross Agency Support Services  
CASS**

**Statement of Objectives  
SOO**

## 1. BACKGROUND

The BTA's mission is to guide the transformation of business operations throughout DoD and to deliver Enterprise-level capabilities that align to war-fighter needs. The BTA:

- Ensures consistency, consolidation and coordination of DoD Enterprise-level business systems;
- Reduces redundancies in business systems and overhead costs;
- Encourages further collaboration across the Department
- Achieves centralized visibility to investments in DoD-wide business modernization efforts; and,
- Shifts resources within business processes and system modernization into a unified, focused organization.

The BTA is charged with leading and coordinating DoD business transformation via the following assigned functions and tools:

- **Defense Business Systems Acquisition Executive (DBSAE):** The DBSAE provides direct oversight to designated Enterprise-level business systems. It also exercises acquisition executive oversight for DoD Enterprise-level business systems and serves as the Milestone Decision Authority (MDA) for specific programs as assigned by the Defense Business Systems Management Committee (DBSMC).
- **Enterprise Integration (EI):** EI focuses on enterprise application and delivery of enterprise business intelligence and services. EI seeks to leverage best practices across DoD enterprise resource planning initiatives and work toward rapid adoption of DoD-wide information process standards.
- **Transformation Planning & Performance (TP&P):** TP&P maintains and updates the Business Enterprise Architecture (BEA), Enterprise Transition Plan (ETP) and Business Transformation Guidance (BTG). The BEA provides the architectural framework for an information infrastructure for the Department. It includes business rules, requirements, data standards, system interface requirements, and the depiction of policies and procedures. The ETP guides and tracks the business transformation of the department. It includes objectives, schedules, funding, and migration information for the department's business systems. The BTG describes the use of the BEA and ETP and the approach and processes that support business transformation. The federation strategy explains how a federated architecture will support transformation tools and provide additional capabilities to better support Enterprise-level business systems. The strategy helps the Department expedite its business transformation by better coordinating linkages between the Enterprise, Component and Program business architectures.
- **Transformation Priorities & Requirements (TP&R):** P&R serves as the primary links to the Principal Staff Assistants (PSA) within the Office of the Secretary of Defense (OSD) and other DoD level organizations; and ensure that functional priorities and

requirements of their client organizations are reflected in the BEA, ETP, and in the guidance for business system investment management.

- **Investment Management (IM)**: IM supports the execution of investment management processes established to oversee defense business system investments across the Department; and leads efforts to streamline the existing process for acquisition and oversight of Major Automated Information Systems within the Defense Acquisition System. The investment review process ensures DoD's business system investments are delivering measurable value and business capability improvements. The system certification process, managed by the Investment Review Boards (IRB) and DBSMC, provides executive oversight of business system investments to ensure compliance with the BEA.
- **Warfighter Support**: Warfighter support identifies and resolves urgent Enterprise-level business issues directly impacting the warfighter. They engage with the joint staff and combatant commands to identify and communicate theater requirements and provide rapid response and reliable support to deployed forces for resolution of business process issues.
- **Chief of Staff**: Provides centralized support to the BTA including personnel, pay, planning, budgeting, infrastructure and management activities.

## **2. SCOPE**

The purpose of the CASS contracts is to obtain a pre-competed pool of contracts awarded in accordance with the BTA's Lines of Business (LoB) needs. LoB are defined as groups of services and support functions that cross more than one directorate and/or program office within the BTA. The LoB under this action is for Independent Verification and Validation.

The CASS scope shall include a full-range of support services necessary to support the BTA's mission. It is the intention of the Government to establish a scope that is broad, sufficiently flexible to satisfy requirements that may change over the period of performance, and fully comprehensive so as to embrace the full complement of support services that relate to the BTA's mission.

## **3. PERIOD OF PERFORMANCE**

The period of performance for this contract will be five (5) years which consists of a one (1) year base period with four (4) one-year options.

The base period will commence upon issuance of the Notice to Proceed (NTP) from the Contracting Officer.

## **4. OBJECTIVES**

The purpose of the Cross Agency Support Services (CASS) acquisition is to provide the full range of support services within the Independent Validation and Verification (IV&V) Line of Business (LoB) - necessary to support BTA headquarters, directorates, and program/project/product offices, in support of BTA's various missions and will integrate BTA functional and operational activities into an agile, efficient, forward leaning operation. The CASS acquisition will provide the requiring offices with the means to acquire the necessary expertise and capabilities to support their mission requirements. Specific LoB objectives are identified throughout this SOO.

### **4.1 Line of Business – Independent Verification and Validation (IV&V)**

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The IV&V LoB includes efforts that are typically independent of development and implementation efforts but essential to ensuring the BTA delivers quality effective solutions to the business challenges facing DoD.

#### **4.1.1 IV&V Objectives**

IV&V is an accepted industry “best practice” for reducing the risk associated with large-scale projects. Typical characteristics of projects that can benefit from the use of IV&V services include projects that:

- Are large, complex and/or mission critical
- Requires the use of new technologies or methodologies not previously introduced within the target environment
- Results demand high levels of accuracy and quality
- Are highly visible to senior leadership
- Require verification and validation from external organizations

Through robust IV&V, BTA expects the following benefits:

- Ensuring overall project success
- Infusing additional quality checks into management of a project
- Providing quality baselines to be passed on to future phases and/or projects (e.g., lessons learned)
- Providing predictive analysis via modeling and simulation capabilities on the effects of changes to process, function, and data and their potential impact to business, system, and infrastructure performance
- Providing increased visibility into the project at all levels
- Reducing project lifecycle cost by reducing impacts of change through early identification
- Providing for best practices knowledge transfer and specific subject matter expertise

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IV&V is required for many BTA products including: the Business Enterprise Architecture (BEA) and Enterprise Transition Plan (ETP), processes such as the investment review process, and all phases of the acquisition process for software development. IV&V services must meet the following objectives:

- Provide verification that project management disciplines are appropriately planned and performed according to industry best practices
- Provide verification that appropriate controls are defined and in place for each project phase. This will involve an independent review of the “entrance” and “exit” criteria for each project phase, a review of the program controls and metrics that are applied to each phase to manage and measure progress as well as highlight potential risk areas, and to review intermediate status and program results to ensure proper application to criterion, controls and metrics. This will also include the participation/review of activities/presentations at various program reviews/milestones as well as product walk-throughs.
- Provide verification that stakeholders in the process are effectively involved and aligned. This will involve a continued assessment of the use of Subject Matter Experts (SMEs) to ensure proper involvement and use.
- Provide verification of the quality and performance of project practices and disciplines. This will involve assessment of the processes and practices used during project phase execution. This will include the review of program management, systems engineering, Business Process Reengineering (BPR), change management, testing, configuration management and training practices, their use, the metrics developed during the execution of these processes, the review and analysis of metrics in support of status reporting, and the post-phase analysis to support the development of lessons learned.
- Provide validation that work products and formal deliverables meet quality and conformance guidelines. This will involve the independent review of selected project deliverables to ensure conformance to documented methodologies, a review to ensure adherence to applicable policy and instructions, and a review to ensure the quality of the product content (e.g., application design, testing approach) during design, configuration, and implementation.
- Provide validation that products satisfy business goals, objectives and requirements. This involves a review to ensure that stated capabilities and resulting system benefits are achieved.
- Provide an independent assessment of project status throughout the project lifecycle to one or more external management/oversight groups (e.g., Government Accountability Office - GAO, DoD-Inspector General - IG).

#### **4.1.2 IV&V Constraints**

- IV&V must operate in an environment organizationally free from influence, guidance and control of other BTA efforts.

## **5. OVERALL CONSTRAINTS**

The following specifications, standards, policies and procedures represent the constraints placed on this acquisition:

### **5.1 Security:**

The Government and Contractors will abide by appropriate security regulations. There are no known requirements for classified material at this time.

- When the contractor requires physical access to BTA facilities and/or access to controlled information systems, the following is required:
  - In compliance with instructions contained in 48 CFR, Part 52, Federal Acquisition Regulation (FAR), Common Identification Standard for Contractor Personnel, the contractor shall comply with DoD personal identity verification procedures identified in the contract that implement Homeland Security Presidential Directives-12 (HSPD-12), Office of Management and Budget (OMB) Guidance M-05-24, Federal Information Processing Standards Publication (FIPS PUB) number 201) and GSA HSPD-12, Standard Operating Procedure (SOP), Personnel Security Process, dated November 18, 2005. Completion of a National Agency Check with Written Inquiries and a favorable suitability determination is required for access to all BTA facilities. The Contractor shall insert this clause in all subcontracts that the subcontractor is required to have physical access to a federal controlled facility or access to a Federal information system.
  - DoD consultants, and support contractor personnel performing work on sensitive automated information systems (AISs) are to be assigned to positions which are designated at one of 3 sensitivity levels (IT – I, IT – II, or IT – III). These designations equate to Critical Sensitive and Non-Critical Sensitive positions. The employing contractor will ensure individuals assigned to these sensitive positions have completed the appropriate access request forms.
  - IT Level – I: Individuals assigned to positions where damage to DOD networks and development systems can be accomplished and no checks are in place to determine potential destruction of sensitive information. The investigation requirement for these positions is completion of a Special Security Background Investigation (SSBI) with favorable results.
  - IT Level – II and III: Individuals assigned to positions where daily unsupervised access to DOD networks and information systems containing Sensitive-but-Unclassified information is a portion of their duties. The investigation requirement for these positions is completion of a Defense National Agency Check with Written Inquiries with favorable results.
  - BTA retains the right to require removal of contractor personnel, regardless of prior clearance or adjudication status, whose actions, while assigned to this contract, conflict with the interests of the Government.

- Privacy. Data processed at BTA may contain Privacy Act information which requires the reading, signing, and adherence to appropriate nondisclosure documents.

## **5.2 For Official Use Only (FOUO):**

FOUO information provided under this contract shall be safeguarded as specified in DOD 5400.7-R, "Protecting For Official Use Only (FOUO) Information." The contractor must comply with the following FOUO handling instructions:

- General: The following FOUO instructions comply with guidance provided in the Freedom of Information Act, DoD 5400.7-R; and the Privacy Act.
  - The FOUO marking is assigned to information at the time of its creation in a DOD Agency. It is not authorized as a substitute for a security classification marking but is used on official government information that may be withheld from the public under exemptions 2 through 9 of the Freedom of Information Act.
  - Use of the FOUO marking does not mean that the information cannot be released to the public, only that it must be reviewed by the Government prior to its release to determine whether a significant and legitimate government purpose is served by withholding the information or portions of it.

## **5.3 Identification Markings:**

- An unclassified document containing FOUO Information will be marked "For Official Use Only" at the bottom of the front cover (if any), on the first page, on each page containing FOUO information but no classified information, the portion will be marked, "FOUO."
- Within a classified document, an individual page that contains both FOUO and classified information will be marked at the top and bottom with the highest security classification of information appearing on the page. If an individual portion contains FOUO information but no classified information, the portion will be marked, "FOUO."
- Any "For Official Use Only" information released to a contractor by a DOD User Agency is required to be marked with the following statement prior to transfer: This document contains information EXEMPT FROM MANDATORY DISCLOSURE under the FOIA. Exemptions 2 – 9 apply.
- Removal of the "For Official Use Only" marking can only be accomplished by the originator or other competent authority. When the "For Official Use Only" status is terminated, all known holders will be notified to the extent practical.

## **5.4 Dissemination:**

Contractors may disseminate "For Official Use Only" information to their employees and subcontractors who have a need for the information in connection with this task/contract only.

## **5.5 Storage:**

Must be stored in accordance with DoD 5200.1-R requirements.

## **5.6 Transmission:**

“For Official Use Only” information may be sent via first –class mail or parcel post. Bulky shipments may be sent by fourth-class mail.

## **5.7 Disposition:**

When no longer needed, FOUO information may be disposed of by shredding or tearing each copy into pieces to preclude reconstructing, and placing it in a regular trash container or as directed by the User Agency.

## **5.8 Unauthorized Disclosure:**

The unauthorized disclosure of “For Official Use Only” information does not constitute a security violation but the releasing agency should be informed of any unauthorized disclosure. The unauthorized disclosure of FOUO information protected by the Privacy Act may result in criminal sanctions.

## **5.9 Regulatory References:**

DoD Antiterrorism Standards. [http://www.fas.org/irp/doddir/dod/i2000\\_16.pdf](http://www.fas.org/irp/doddir/dod/i2000_16.pdf)

Incorporation of Anti-Terrorism Measures into the Contracting Process.  
<https://btaportal.bta.mil/C18/BTA%20Contracting/Document%20Library/Anti-Terrorism%20Measures%20in%20Contracting.pdf>

### **Information Management**

- DoD Directive 8320.2, "Data Sharing in a Net-Centric Department of Defense," 2 December 2004. This directive requires un-metered discovery access to data without proprietary client-side software or hardware, or the need for licensed user-access. To accomplish this, DoD plans to leverage net-centric technologies (e.g., service-oriented architecture and Web Services) to expose data assets to the DoD Enterprise, based on community of interest-developed data schema and business rules.  
<http://www.dtic.mil/whs/directives/corres/pdf/832002p.pdf>

### **Logistics**

- DoD 4140.1-R DoD Supply Chain Materiel Management Regulation Draft, September 2002. [http://www.acq.osd.mil/log/sci/policies/2002\\_super\\_reg/draft\\_02\\_sup\\_reg.pdf](http://www.acq.osd.mil/log/sci/policies/2002_super_reg/draft_02_sup_reg.pdf)
- Deputy Under Secretary of Defense (Logistics and Materiel Readiness) Logistics Enterprise Integration and Transformation.  
[http://www.acq.osd.mil/log/logistics\\_materiel\\_readiness/organizations/lsm/assets/feb\\_02\\_information/ei\\_info/Ent%20Integ%20and%20Transformation%20Dec%202001.doc](http://www.acq.osd.mil/log/logistics_materiel_readiness/organizations/lsm/assets/feb_02_information/ei_info/Ent%20Integ%20and%20Transformation%20Dec%202001.doc)

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- Policy Guidance for Department of Defense (DOD) Use of Electronic Data Interchange (EDI) Standards in Logistics Applications. <http://www.acq.osd.mil/log/sci/ecedi48.htm>

**Section 508**

- Section 508. <http://www.section508.gov>
- Section 508 – Electronic and Information Technology, 21 December 2000. <http://www.usdoj.gov/crt/508/508law.pdf>

**Inherently Governmental Functions:**

- Pursuant to FAR Sub-Part 7.5 contractor shall not perform inherently governmental functions.

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## 6. ACRONYM LIST

<b>BCL</b>	Business Capability Lifecycle	<b>HC</b>	Human Capital
<b>BEA</b>	Business Enterprise Architecture	<b>HR</b>	Human Resources
<b>BRP</b>	Business Process Reengineering	<b>IA</b>	Information Assurance
<b>BTA</b>	Business Transformation Agency	<b>IG</b>	DoD-Inspector General
<b>CASS</b>	Cross Agency Support Services	<b>IM</b>	Investment Management
<b>CGAC</b>	Common Government Accounting Code	<b>IM</b>	Information Management
<b>CND</b>	Computer Network Defense	<b>IRB</b>	Investment Review Board
<b>COMSEC</b>	Communications Security	<b>IT</b>	Information Technology
<b>COOP</b>	Continuity of Operations	<b>IV&amp;V</b>	Independent Validation and Verification
<b>DACM</b>	Defense Acquisition Career Management	<b>LoB</b>	Lines of Business
<b>DBSAE</b>	Defense Business Systems Acquisition Executive	<b>MAIS</b>	Major Automated Information System
<b>DFARS</b>	Defense Federal Acquisition Regulation Supplemental	<b>MDAP</b>	Major Defense Acquisition Programs
<b>DIACAP</b>	Department of Defense Information Assurance Certification and Accreditation Process	<b>MS&amp;SM</b>	Materiel Supply and Services Management
<b>DITSCAP</b>	DoD Information Technology Security Certification and Accreditation Process	<b>NARA</b>	National Archives Record Administration
<b>DMI</b>	Desktop Management Interface	<b>NCOW</b>	Net-Centric Operations and Warfare
<b>DoD</b>	Department of Defense	<b>NISPOM</b>	National Industrial Security Program Operations Manual
<b>DODAF</b>	Department of Defense Architecture Framework	<b>NSS</b>	National Security Systems
<b>DOTMLPF</b>	Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities	<b>NTP</b>	Notice to Proceed
<b>DTA</b>	Defense Travel System	<b>OMB</b>	Office of Management and Budget
<b>EAC</b>	Estimates at Completion	<b>OSD</b>	Office of the Secretary of Defense
<b>EI</b>	Enterprise Integration	<b>PMA</b>	President's Management Agenda
<b>ERP</b>	Enterprise Resource Planning	<b>POA&amp;Ms</b>	Plan of Actions & Milestones
<b>ETP</b>	Enterprise Transition Plan	<b>POM</b>	Program Objective Memorandum
<b>FACTS</b>	Federal Agencies' Centralized Trial-Balance System	<b>PPBE</b>	Planning, Programming, Budgeting and Execution
<b>FAR</b>	Federal Acquisition Regulation	<b>SFIS</b>	Standard Financial Information Structure
<b>FASAB</b>	Federal Accounting Standards Advisory Board	<b>SMEs</b>	Subject Matter Experts
<b>FFMIA</b>	Federal Financial Management Improvement Act	<b>SOO</b>	Statement of Objectives
<b>FIPS PUB</b>	Federal Information Processing Standards Publication	<b>SOP</b>	Standard Operating Procedure
<b>FISMA</b>	Federal Information Security Management Act	<b>SSBI</b>	Special Security Background Investigation
<b>FMR</b>	Financial Management Regulations	<b>TP&amp;P</b>	Transformation Planning & Performance
<b>FOUO</b>	For Official Use Only	<b>TP&amp;R</b>	Transformation Priorities & Requirements
<b>FSIO</b>	Financial Systems Integration Office	<b>UUD</b>	Unofficial Undistributed Disbursements
<b>GAO</b>	Government Accountability Office	<b>WSLM</b>	Weapon Systems Life-Cycle Management