

**United States Department of Agriculture
and
General Services Administration
IT Modernization Centers of Excellence**

**Statement of Work
for the
Data Analytics Capacity Building**

July 30, 2018

SOW for Data Analytics Capacity Building

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SOW for Data Analytics Capacity Building

Statement of Work (SOW) for the Data Analytics Capacity Building

1.0 General

1.1 Background

The mission of the United States Department of Agriculture (USDA) is to provide leadership on food, agriculture, natural resources, rural development, nutrition, and related issues based on public policy, the best available science, and effective management.

USDA has a vision to provide economic opportunity through innovation, helping rural America to thrive; to promote agriculture production that better nourishes Americans while also helping feed others throughout the world; and to preserve our Nation's natural resources through conservation, restored forests, improved watersheds, and healthy private working lands.

As part of USDA's efforts to achieve these goals, the Department partnered with the Office of American Innovation (OAI) to serve as the lighthouse agency for GSA's IT Modernization Centers of Excellence (CoE). Working as one team, USDA and the CoEs are working to modernize IT across the Department. Phase 1 was a comprehensive Department-wide assessment and planning effort. The purpose of Phase 1 was to determine how to radically improve the way in which USDA designs services and interacts with the American citizens it serves. This transformation is supported by changes in the underlying technology to deliver increased operational efficiency. Phase 2, the implementation/execution phase, entails implementing the agreed approaches defined in Phase 1. This procurement is in support of Phase 2 of the CoE process at USDA.

This acquisition builds upon initial groundwork performed at USDA in FY18 to stand up a more mature enterprise level analytics capacity. In FY18, an Amazon Web Services-based data lake was implemented and CxO (Chief x Officer) dashboards were created to provide a more timely and transparent single source of truth. In addition, a data governance structure was established and exploratory work was conducted to catalog data, applications, and feedback tools as a foundation for subsequent initiatives. Work was also done to improve measures of program effectiveness and collaborate on technical solutions and analytics projects.

1.2 Objective

The objective of this procurement is to develop and enhance: USDA data and analytics communities of practice, data and analytics collaboration tools and to provide change management expertise. The strategies and policies that are implemented as a result of this work will lead to long term sustainable analytics practices and data driven decision making capacity within USDA.

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The contractor must provide services to assist the CoE in ensuring sustainability of modernization efforts by positioning USDA to take over the modernization efforts from the CoE through activities, such as re-skilling, organizational design, and transition activities.

The contractor responsible for this implementation will collaborate with the Data and Analytics implementation contractor as well as the other CoEs to ensure optimal delivery for the USDA.

The contractor will provide professional services to assist GSA with developing and enhancing data and analytics communities of practice and ensure that they are fully equipped to help advance USDA's strategic goals.

1.3 Scope of Work

The contractor must provide Agile management and oversight to ensure responsive delivery for USDA. The contractor must conduct daily standups and periodic planning and retrospectives during the period of performance.

The contractor must specifically:

- Develop a data and analytics maturity model and score USDA programs, agencies, and mission areas,
- Provide support in the form of documentation, research, community management, and technical expertise to develop data and analytics communities of practice,
- Update and apply the USDA Data and Analytics CoE Playbook to at least 10 USDA agencies, expected to be completed by October 2018
- Develop and implement a Master Data Management strategy working closely with USDA OCIO,
- Develop and implement an internal data portal for USDA stakeholders so that they may share data that is relevant to interagency teams,
- Identify skills gaps, develop integrated change management strategies and provide training to ensure adoption of advanced analytics practices,
- Create and manage at least five public facing competitions and at least one hackathon around data at USDA,
- Provide 3rd party verification and feedback on the outputs of the Data and Analytics technical implementation contractor's work product,
- Provide re-skilling services to enable USDA OCIO staff to assume the roles, responsibilities, and momentum initiated by the CoE,
- Evaluate current and potential applications for blockchain and distributed ledgers
- Provide re-skilling services to enable USDA OCIO staff to assume the roles, responsibilities, and momentum initiated by the CoE.

1.4 Period of Performance

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The performance period of this contract is from the effective date of this order and continuing for 12 months, with one option period of up to 12 additional months.

1.5 Place of Performance

The primary place of performance will be at Government facilities within the Washington, DC metropolitan area.

1.6 Normal Operating Hours

On-site contractor support must be available during customer agency normal operating hours (8:00 - 5:00).

2.0 Specific Requirements/Tasks

212 Specific requirements

2.1.1 The contractor must develop a data and analytics maturity model and score USDA programs, agencies, and mission areas.

2.1.2 The contractor must provide support in the form of documentation, research, community management, and technical expertise to develop data and analytics communities of practice at USDA. The contractor must:

2.1.2.1 Meet with mission areas, agencies, and existing communities of practice and educate them about the communities of practice and data analytics resources available through OCIO and the CoEs.

2.1.2.2 Facilitate the convening of existing and new communities of practice

2.1.2.3 Select, developing and curating digital collaboration tools and portals for communities of practice such as slack and sharepoint.

2.1.3 The contractor must update and apply the existing USDA Data and Analytics CoE Playbook to at least 10 USDA component agencies and:

2.1.3.1 Develop user guides and training materials to help agencies understand and implement data analytics in decision making,

2.1.3.2 Develop KPIs with with mission areas, agencies and programs that map to agency

and mission area strategic goals, collaborate with the Performance Improvement Council to ensure that KPIs are incorporated in strategic plans

2.1.3.3 Utilize interactive data visualizations to evaluate the analyzed data and develop techniques to convert data into actionable insights to share with relevant stakeholders,

2.1.3.4 Quantify digital service delivery to citizens via a digital service delivery dashboard

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- 2.1.4 The contractor must develop and implement a Master Data Management (MDM) strategy working closely with USDA OCIO. The contractor must:
 - 2.1.4.1 Define a data governance and data sharing strategy including procedures for metadata and update frequency,
 - 2.1.4.2 Collaborate with OCIO and the office of the Chief Data Officer to define USDA wide API standards and API analytics,
 - 2.1.4.3 Prioritize data sets for commercialization,
 - 2.1.4.4 Develop systems to maintain data quality and integrity through the lifecycle of data.
 - 2.1.4.5 Improve enterprise data inventories, building on existing USDA digital data inventories.
 - 2.1.4.6 Support the socializing and adoption of USDA data governance policies across engaged agencies through outreach, training and documentation.
 - 2.1.4.7 Develop processes to update data and analytics tool and license inventories on an ongoing basis.
- 2.1.5 Develop and implement an internal data portal for USDA stakeholders to develop and share data that is relevant to interagency teams. The contractor must:
 - 2.1.5.1 Identify and prioritize datasets for inclusion into the data portal,
 - 2.1.5.2 Define data update and integration strategies,
 - 2.1.5.3 Develop a user friendly interface for stakeholders to interact with the data portal and gather data for their analysis in multiple formats including CSV and Excel.
 - 2.1.5.4 Develop a streamlined self serve process for including smaller USDA data sets into the USDA OCIO data lake.
- 2.1.6 The contractor must identify skills gaps, develop integrated change management strategies and provide training to ensure adoption of advanced analytics practices.
 - 2.1.6.1 Conduct skills assessments and a gap analysis to inform training and staffing needs for the USDA OCIO.
 - 2.1.6.2 Develop an integrated change management plan that can be applied to USDA component agencies and programs.
 - 2.1.6.3 Support the development of a staffing plan for long term sustainment of an analytics Center of Excellence at USDA inside OCIO.
 - 2.1.6.4 Host at least 10 training workshops with at least 10 component agencies or programs, with both in person and remote participants, and to staff of program or agencies who are regularly tasked with data and analytics work.
- 2.1.7 The contractor will create and manage at least five public facing competitions and at least one hackathon that is open to the public and to USDA and other Federal agency staff with the theme of “Data at USDA”.

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- 2.1.7.1 In coordination with GSA Challenge.gov and USDA mission area leadership the contractor must create and manage five to ten Challenge.gov competitions. Challenge.gov competitions are problem-solving events that can include idea, creative, technical and scientific deliverables. The challenges that are run under this SoW will be data and analytics focused. The contractor develop Challenge concepts, objectives, evaluation criteria, a marketing plan and a timeline in collaboration with USDA mission areas and the Challenge.gov team.
- 2.1.7.2 The contractor must collaborate with OCIO and interested mission areas to plan and run a USDA Data Hackathon. Contractor must provide Hackathon programming, mission area outreach, a marketing plan, evaluation criteria for prototypes, and coordinate follow up activities with participants.
- 2.1.8 The contractor must evaluate potential applications for blockchain and distributed ledgers at USDA, as well as evaluating existing blockchain pilots or projects. The contractor must:
 - 2.1.8.1 develop an evaluation framework for blockchain applications,
 - 2.1.8.2 apply this evaluation framework to potential applications within USDA mission areas,
 - 2.1.8.3 apply this evaluation framework to existing applications/pilots and
 - 2.1.8.4 produce a comprehensive report on blockchain at USDA.
- 2.1.9 The Contractor must provide professional support services to provide an objective 3rd party analysis to assist CoE and USDA leadership in reviewing products of the Data and Analytics technical implementation.
 - 2.1.9.1 The contractor will review for completeness and adequacy of the documents, such as project plans, concept of operations, architecture, and design documents.
 - 2.1.9.2 Participate in sprint retrospectives of the Data and Analytics technical implementation as technical subject matter experts validating the output(s) of the sprint.
- 2.2 General requirements
 - Maintain all work products on the CoE Google Team Drive or other specified location within the CoE Google Drive.
 - Utilize Trello for day-to-day agile task tracking and MS Project for a project schedule management tool.
 - Development and upkeep of a detailed project schedule, including a Work Breakdown Structure (WBS).
 - Conduct scrum/Agile development rituals and utilize the appropriate tools to foster an agile environment.

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- Develop artifacts in support of sustained modernization efforts by USDA after the contract period of performance has ended, including proposed organizational structures, training materials to re-skill USDA staff, and standard operating procedures.
- Participate in and contribute to the CoE Business Management Office (BMO) status reporting activities, such as a weekly status report to USDA and a program status review once every other week
- Collaborate with the USDA/GSA CoE BMO to support the program oversight mechanisms, organizational change protocols, risk escalation, and communication activities.
 - Support the generation and delivery (electronic and hardcopy) of status reports, executive level briefings, talking points, ghost written emails, and other communication materials.
 - Contribute to the updates to the CoE website in coordination with the CoE BMO.
 - Contribute to and participate in the CoE BMO status and project review meetings.
 - Manage and escalate project risks to the CoE BMO and USDA leadership.
- Collaborate with the COE BMO to create and implement an effective organizational change management strategy and program to facilitate and drive adoption.

3.0 Delivery or Deliverables

3.1 General deliverables

The following deliverables are required for all CoE-related work, due on the dates indicated in the table below:

Deliverable	Description	Due Date	SOW Reference
Monthly Status Report	Brief synopsis of the contract team’s activities, accomplishments, and risks.	<i>The 15th calendar day of the month following the reporting period.</i>	3.1
Project Schedule	A plan detailing the activities, schedule, resources to implement the assessment recommendations and SOW tasks. Microsoft project is preferred.	<i>Within 30 days of PoP start date; updated plan submitted 5 business days prior to month end</i>	2.1

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Transition Plan	A plan detailing the support activities, milestones, artifacts to transition work from CoE to USDA.	<i>90 days before end of Period of Performance</i>	3.1
Program Status Reviews	Participate in and contribute to the Program Status Review report and meeting which focuses on the status of the team's schedule, risks, and activities	<i>Once, every other week</i>	2.1
Project Close Out Report	Develop a closeout report including a summary of milestones and achievements completed over the period of performance to include a deliverables table, risk register recap, lessons learned summary, and recommendations for the continuation of these support services. Report should also include a financial summary of contract funding obligated against the total invoiced.	<i>30 days before end of Period of Performance</i>	3.1
Training Materials and Reskilling activities	Contribute to the development of training materials and reskilling activities. Materials format (i.e. video, document, pilots, etc.) may vary and will be agreed upon with the CoE BMO	<i>As defined in the agreed upon Project Plan</i>	2.1
Sustainment Artifacts	Documents for USDA to sustain CoE effort post contract end; includes, but not limited to Proposed organizational structures, standard operating procedures	<i>NLT 90 days prior to base year end</i>	2.1

3.1.1 Contractor submission

Deliverables are to be transmitted electronically via email to designated Government officials.
All deliverables must be produced using Google G Suite or Microsoft Project.

3.1.2 Government review

Government personnel will have 10 workdays to review deliverables and resubmissions and provide written acceptance/rejection.

3.1.3 Deliverable and Data Rights

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All test materials, documents, notes, records, software tools acquired, and/or software modified or produced by the Contractor under this contract shall become the property of the U.S. Government, which shall have unlimited rights to all materials and determine the scope of publication and distribution. The Contractor shall be required to deliver electronic copies of all documents, notes, records and software to the Government quarterly and upon termination of the contract services or expiration of the contract period.

3.1.4 Monthly status report

Monthly status reports must include status of work definition forms, schedules, deliverables, current and cumulative task funding status (direct labor and travel funding status to be reported separately as required), risks and risk mitigation techniques, outstanding issues, and proposed resolution approaches and actions to resolve any outstanding issues. The report must identify milestones and deliverables completed and progress towards major milestones and deliverables. The report must identify activities and deliverables planned but not completed including the government acknowledgement and approval of the incomplete work. Status of work definition forms shall include a summary description and schedule of all work definition forms completed during the reporting period, all work definition forms currently on-going during the reporting period and all known work definition forms assigned for future reporting periods. The monthly invoice must be submitted simultaneously with the monthly status report.

3.2 Specific deliverables

3.2.1 The following deliverables are required for this procurement's work, due on the dates indicated in the table below:

Deliverable	Description	Due Date	SOW Reference
Inventory of Data, Data Environments and Analytics Report	Detailed Current State Assessment Report for every agency that includes the data assets, operational data environments(technical/non-technical) and analytics environments	<i>Due 12 weeks from award date</i>	<i>Task 2.1</i>
Maturity Assessment Report	Detailed Data and Analytics Maturity scorecard and assessment report for every agency.	<i>Due 16 weeks from award date</i>	<i>2.1</i>
Community of Practice Guide	Detailed guide describing how to stand up a data and analytics	<i>Due 20 weeks from award date</i>	<i>2.2</i>

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	community of practice at agency level		
Data and Analytics CoE Playbook Implementation Guide	User guides and training materials to implement data analytics in decision making	<i>Due 16 weeks from award date</i>	2.3
Communication and Interaction Plan	Detailed communication and interaction plan as part of Data Governance Strategy that involves relevant stakeholders and how information should move through the organization	<i>Due 12 weeks from award date</i>	2.4
Enterprise wide Data Governance and Management Plan	Detailed Data Governance and Management plan at agency and enterprise level	<i>Due 8 months from award date</i>	2.4
USDA Data Portal Development Plan	Include prioritized datasets, data update plans and data integration strategies, user access requirements, requirements for data portal development	<i>Due 24 weeks from award date</i>	2.5
Training Needs Assessment Report	Detailed information including current and targeted skills assessment for data analytics team, gaps in skills, training needs	<i>Due 16 weeks from award date</i>	2.6
Change Management Plan	Integrated Change Management Plan based on Maturity Model outcomes and Training Needs assessment report	<i>Due 20 weeks from award date</i>	2.6
Analytics Training Curriculum	Detailed analytics training curriculum based on change management plan, training needs report	<i>Due 11 months from award date</i>	2.6
Challenge development with mission areas complete	-Each challenge guide will contain - Challenge concepts, objectives, evaluation criteria for prototypes/solutions	<i>Due 12 weeks from award date</i>	2.7

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	-5-10 challenges as decided by USDA/GSA stakeholders		
Challenge Implementation Plan	Challenge Marketing Plan, Timelines and Coordination plan with stakeholders (USDA/ GSA/ Challenge Participants)	<i>Due 14 weeks from award date</i>	2.7
Blockchain Evaluation Framework Report	Evaluate applications for blockchain and distributed ledgers, assess existing blockchain pilots/projects, develop areas of applicability	<i>Due 28 weeks from award date</i>	2.8

4.0 Meetings

4.1 Monthly Project Status Reviews

Monthly status meetings to be conducted no later than the 15th day of each month. The Contractor is responsible for reporting the previous month’s activities (including any risks, issues, or concerns, and actual or recommended actions for their mitigation), and projected activities for the following month.

5.0 Transition

The contractor is responsible for successful transition to a successor organization, commencing no later than 60 days prior to the end of the period of performance, which may be a contractor or USDA office. During the transition to the Government, or a new Contractor, the Contractor must perform all necessary transition activities, including:

- (1) Minimal interruption of contracted services during transition period;
- (2) Participation in meetings with the Government or a new Contractor to effect a smooth transition and provide detailed information on the operation of all deliverables, at CO/COR and the Lead's discretion;
- (3) Handoff from contractor resources to replacements, either Government or new Contractor, during transition period consistent with the transition plan;
- (4) Any other knowledge transfer activities necessary for a full and complete transition to any successor organization; and,
- (5) All transition documentation must be delivered to USDA in MS Office Suite format.

6.0 Required Travel

Commuting to/from work locations or moving between work locations is not travel and will not be reimbursed. Badged contractor employees will be able to make use of GSA provided ground transport (shuttles) to/from some locations, when available.

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The Contractor may also perform travel between the primary places of performance and non-local facilities as required during the performance period of this task order. The COR must approve all non-local travel prior to costs being incurred. Travel requests, to include projected costs, must be submitted to COR approval no later than five work days prior to travel. Travel will be handled, to include the reimbursement of expenses, in accordance with the terms and conditions of the contract and the Federal Travel Regulation guidance. All non-local travel arrangements will be the responsibility of the contractor including, but not limited to, airline, hotel, and rental car reservations. The Contractor should make all efforts to schedule travel far enough in advance to take advantage of reduced airfares. The Contractor must stay in Government furnished lodging as available.

7.0 Government Furnished Property/Equipment/Information

The government will provide the following resources to the Contractor for task performance:

- (1) The Government will provide workspace at a government facility for contractor personnel
- (2) The Government will provide all necessary normal office equipment (office work area, e-mail account, network access)
- (3) The Government will provide certain data processing ADP equipment and software, as it may determine necessary, to the Contractor for the exclusive purpose of performing the services as defined in the task order
- (4) The Government will provide access to available technical information as required and upon Contractor request for the performance of this task order

All Government-provided products and facilities remain the property of the Government and shall be returned upon completion of the support services. Contractor personnel supporting this requirement shall return all items that were used during the performance of these requirements by the end of the performance period.

All documented processes, procedures, tools and applications, developed under this SOW become the property of the Government. The Government shall have unlimited rights to these documents. Modification and distribution of end products for use at other installations will be at the discretion of the Government.

All text, electronic digital files, data, new capabilities or modification of existing applications, source code, documentation, and other products generated, modified or created under this contract shall become the property of the Government. The information shall be returned to the Government unless otherwise specified herein.

8.0 Additional SOW provisions

8.1 Personnel retention

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The Contractor must make every effort to retain personnel in order to ensure continuity until contract completion. The Contractor must make every effort to avoid a gap in service. The Contractor must ensure that personnel satisfy the applicable security requirements to reduce staffing delays. The Contractor must ensure continuity of operations during periods of personnel turnover and long-term absences. Long-term absences are considered those longer than one week in duration.

8.2 Estimated staffing level

The offeror must staff this order with only those personnel possessing qualifications and experience that reflect an ability to perform all responsibilities for the labor category(s) specifically quoted by the offeror to satisfy the requirements of this SOW.

8.3 Personnel

The Contractor must provide qualified personnel with relevant experience and domain knowledge in line with this statement of work, in terms of necessary skills at the requisite level of knowledge and experience. Broadly, a team assigned to Data Analytics Capacity Building is expected to have experience with:

8.4 Key Personnel

8.4.1 Key Personnel substitution

In the event a Key Personnel member becomes unavailable during the course of the performance of the work, the Contractor must immediately notify the CO, COR and CoE lead.

In the event a Key Personnel member will be substituted during performance, the Contractor must provide complete CVs for proposed substitutes in the same level of detail as those submitted with the initial quote, and any additional information requested by the Contracting Officer no later than 10 business days after notifying the Government of the need for a substitution. Proposed substitutes should have comparable qualifications to those of the persons being replaced. The Contracting Officer will notify the Contractor within 15 business days after receipt of all required information of the consent on substitutes. No change in hourly rates may occur as a result of Key Personnel substitution. The value of any gaps in expected service as a result of changes in personnel will be deducted from the contractor's monthly invoice.

8.4.2 Specific Key Personnel requirements

8.4.2.1 Program Manager

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- (1) Organizes, directs, and manages contract operation support functions, involving multiple complex and inter-related project tasks
- (2) Manages teams of contract support personnel at multiple locations
- (3) Maintains and manages the client interface at the senior levels of the client organization
- (4) Meets with customer and Contractor personnel to formulate and review task plans and deliverable items
- (5) Ensures conformance with program task schedules and costs
- (6) Direct project team personnel, manage cost and schedule, ensure contract compliance, and serve as principal customer interface.
- (7) PMP certified
- (8) 8 years managing prime contracts
- (9) Bachelor's degree or higher

8.4.2.2 BMO Subject Matter Expert

- (1) Experience establishing IT PMO organizations
- (2) Strong expertise in Project Portfolio Management methodologies
- (3) Proven experience coordinating multiple concurrent projects and multiple organizations and knowledge of and ability to apply industry best practices for project management, budget planning, and business case development
- (4) Project Management Professional (PMP) certified and/or Certified Scrum Master
- (5) 8 years managing CIO
- (6) PMO organizations
- (7) Bachelor's degree or higher

8.4.2.3 Organizational Change Management (OCM) Lead

- (1) Leads the design and execution of the CoE Organizational Change Management Plan that will foster the implementation of organizational change in such areas as business processes, policy, culture, environment or workplace
- (2) Works with senior executives to develop strategies to lead and manage major change
- (3) 8 years leading OCM efforts that are derived from IT changes
- (4) Degree in related field required

8.4.2.4 Strategic Communications Lead

- (1) Responsible for the development and implementation of the communications plan on the processes, methods, and type of content the organization will leverage for stakeholder engagement activities
- (2) Writes a variety of technical articles, reports, announcements, brochures, and/or manuals for documentation for a wide range of uses
- (3) Coordinates the display of graphics and the production of documents
- (4) Ensures content is of high quality and conforms to standards
- (5) 5 years experience providing strategic communications within IT organizations
- (6) Degree in related field required

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8.5 Security requirements

8.5.1 Background check

All Contractor personnel assigned to this task must have had a successfully adjudicated National Agency Check with (Written) Inquiries (NACI). All Contractor personnel must comply with the specific security requirements.

8.5.2 Identification of non-disclosure requirements

Due to the sensitive nature of the data and information being worked with on a daily basis, all Contractor personnel assigned to the task order are required to complete the Government provided non-disclosure statement within 10 calendar days after award and prior to commencing work.

9.0 Additional clauses

FEDERAL ACQUISITION REGULATION (48 CFR CHAPTER 1) SOLICITATION CLAUSES
([HTTP://WWW.ARNET.GOV/FAR/](http://www.arnet.gov/far/))

52.217-9 Option to Extend the Term of the Contract (Mar 2000)

- (a) The Government may extend the term of this contract by written notice to the Contractor within the performance period of the order, including any extension; provided that the Government gives the Contractor a preliminary written notice of its intent to extend before the contract expires. The preliminary notice does not commit the Government to an extension.
- (b) If the Government exercises this option, the extended contract shall be considered to include this option clause.
- (c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed 2 years and 6 months. (End of clause)