



**United States Visitor and
Immigrant Status Indicator Technology
(US-VISIT) Program**





Global Consulting, Integration and Services

Qualities

- Trust-based Partnering Relationships
- Value Creation Focus
- Large Scale, Complex Change Capabilities

Results

- Collaborative, Management Approach
- Business Outcomes – On Schedule
- Improved Operational Performance



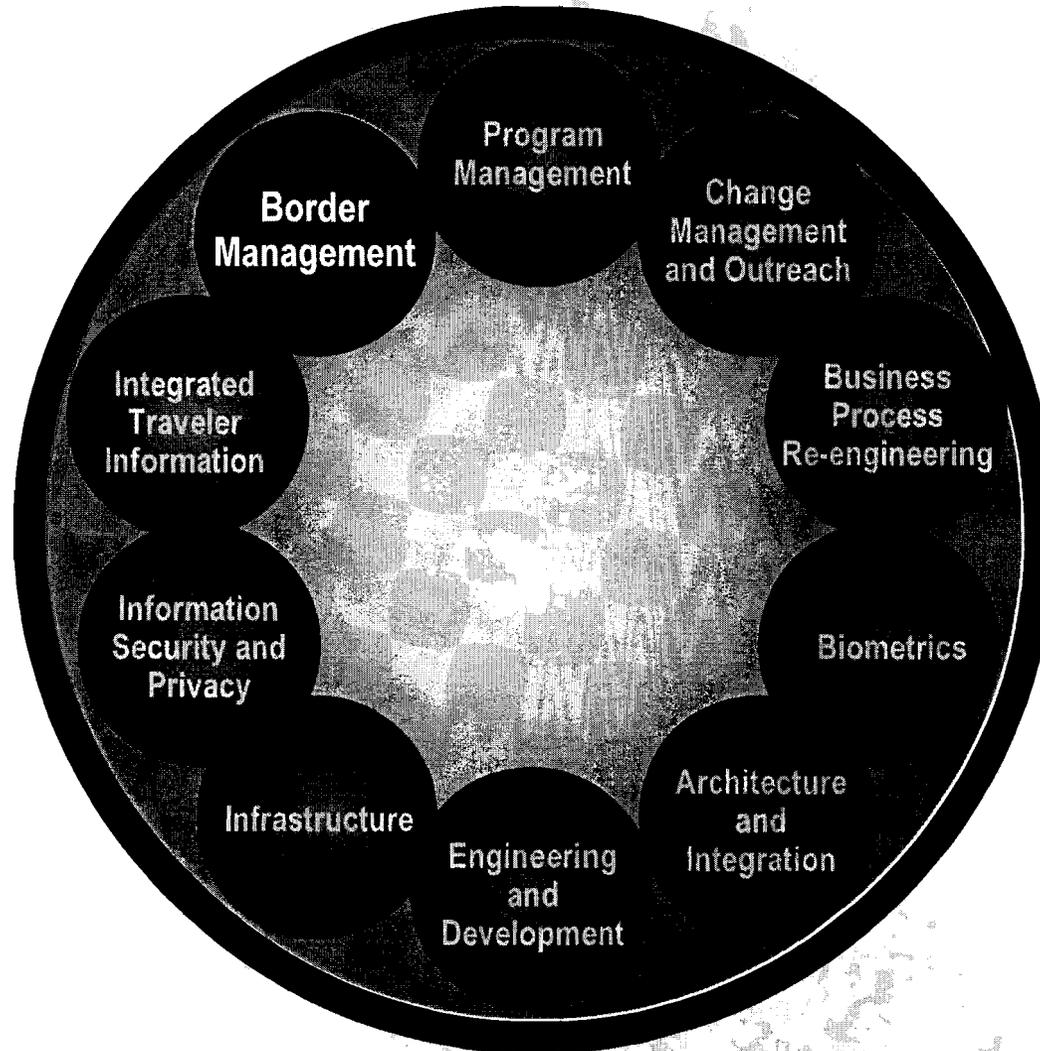


Key Capability - Border Management



- **Wide array of border management perspectives and best practices**
- **In-depth understanding of collaborative computing requirements for law enforcement agencies**
- **Experience with you – your history, culture, people, processes and technology**

Key Capabilities

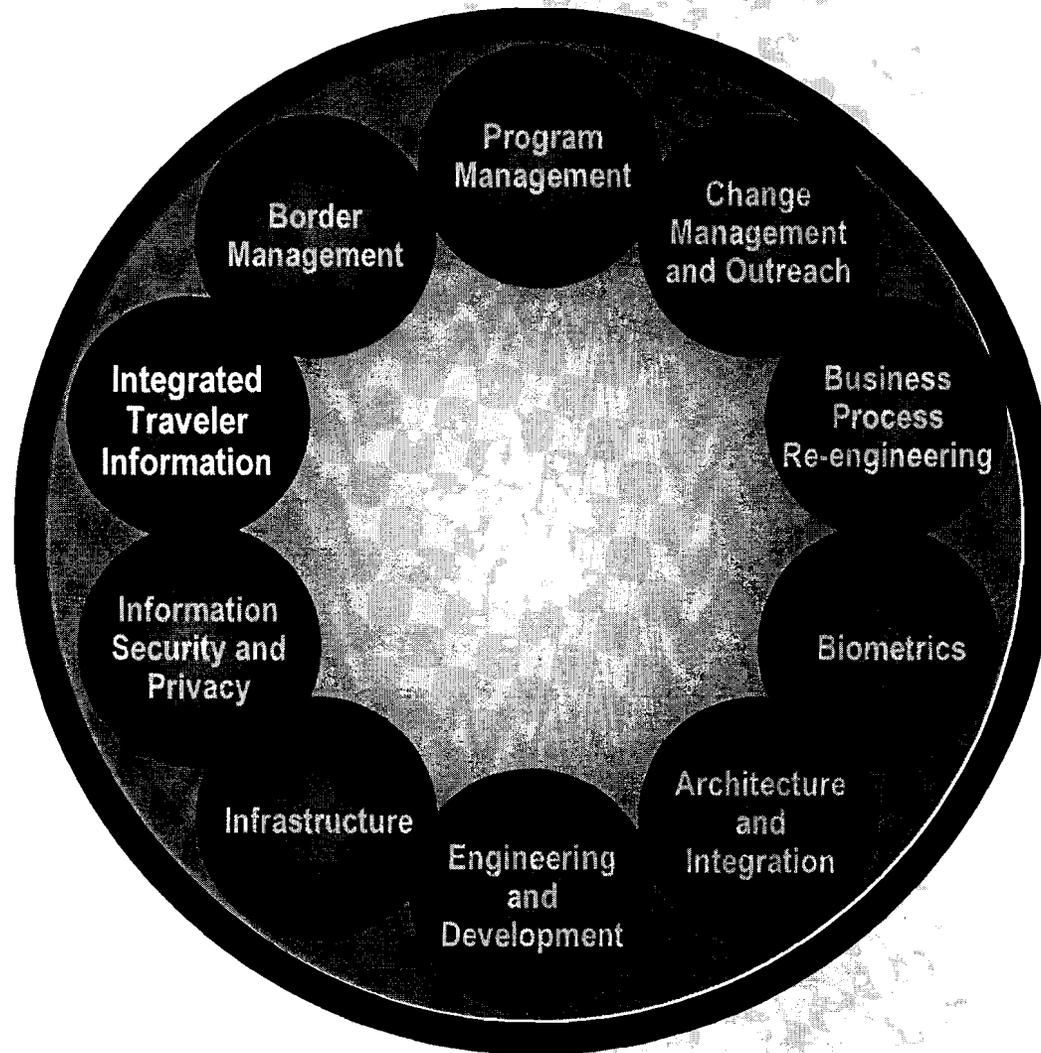


Key Capability - Integrated Traveler Information



- **Capture of data once, at its source, with appropriate information sharing throughout the system**
- **Common view of real-time traveler information for inspectors, adjudicators and consular officers**
- **Enable accurate, informed and consistent admissibility and benefit decisions**

Key Capabilities

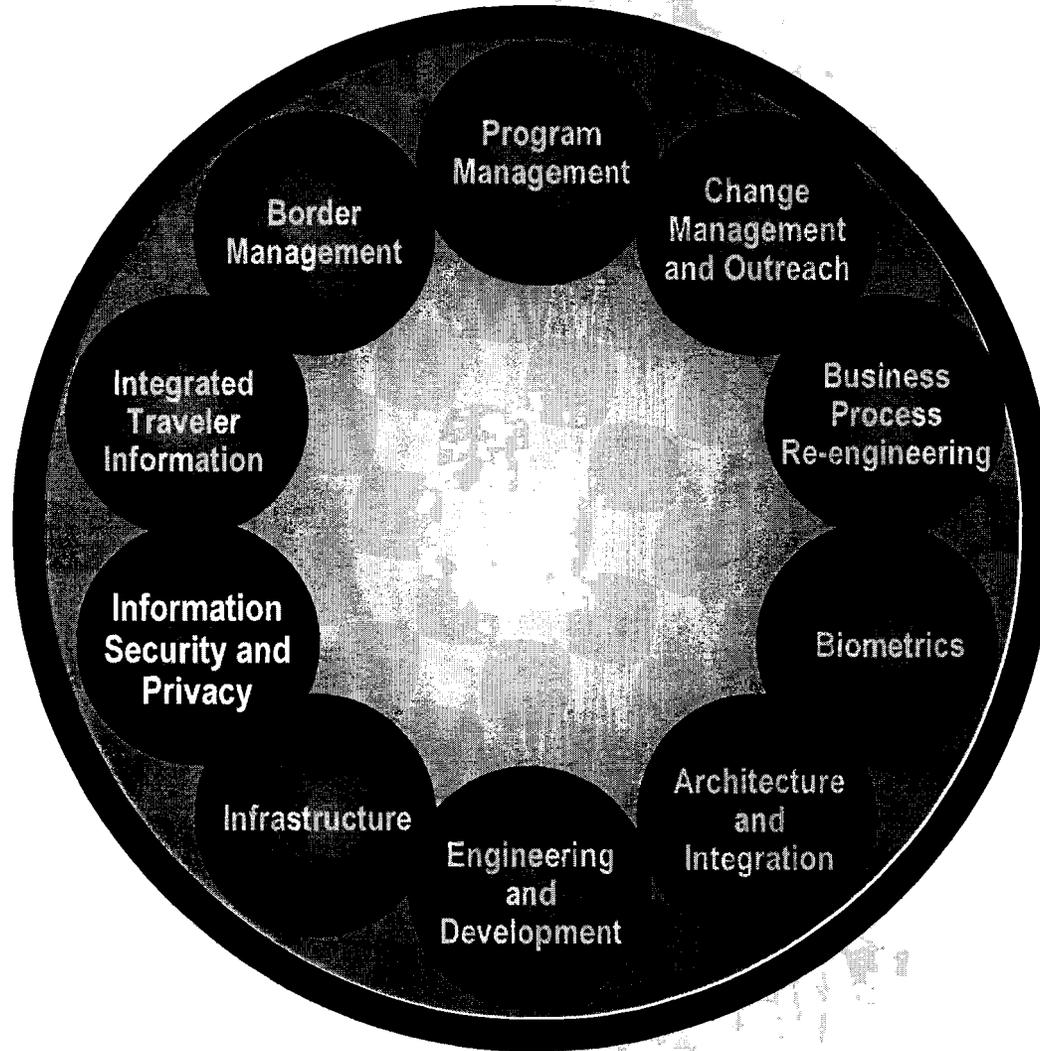


Key Capability - Information Security and Privacy



- **Breadth of national security and privacy experience across Federal, State and Local, and International organizations**
- **Broad understanding of relevant security and privacy laws and regulations**

Key Capabilities

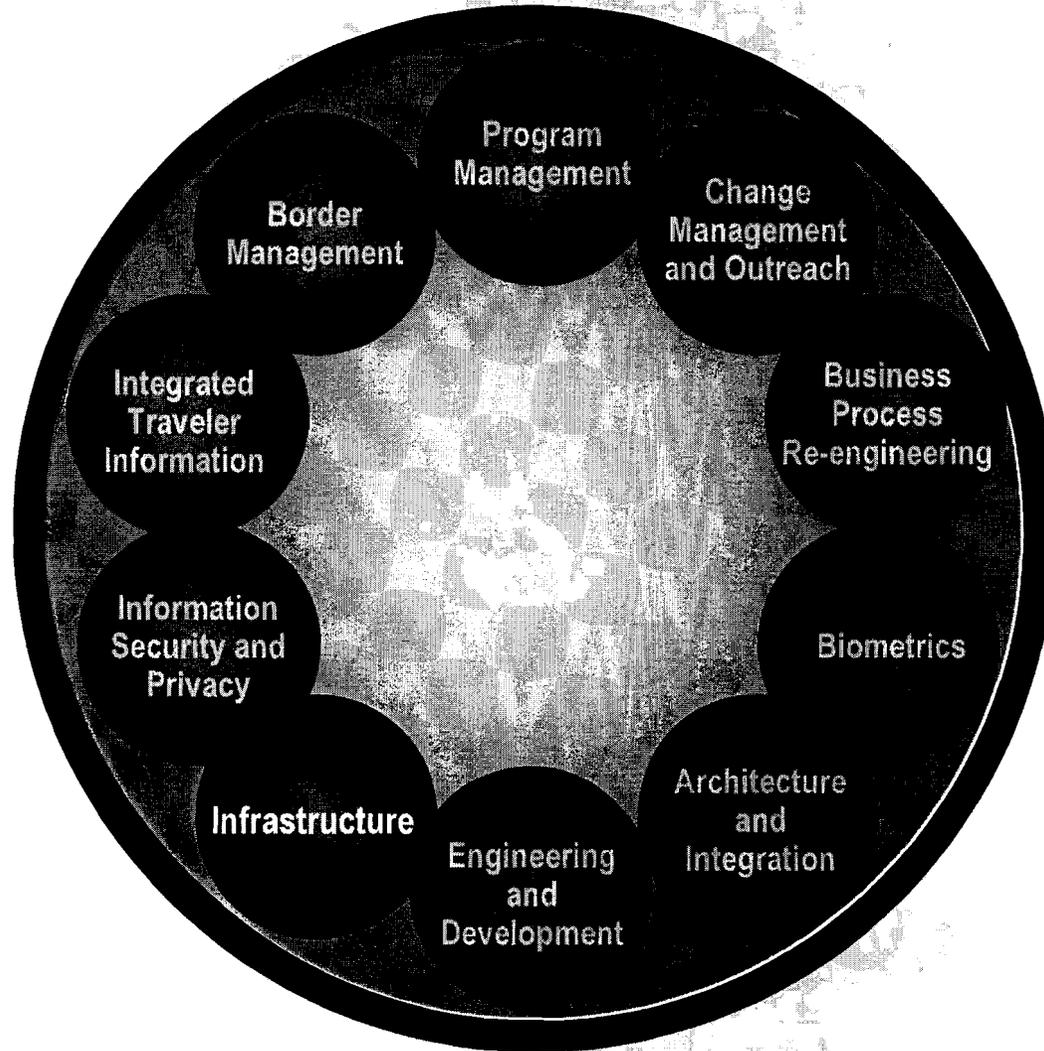


Key Capability - Infrastructure



- **Facilities-lite solution that leverages existing DHS infrastructure whenever possible**
- **Experience partnering with GSA and DHS on facilities infrastructure**

Key Capabilities



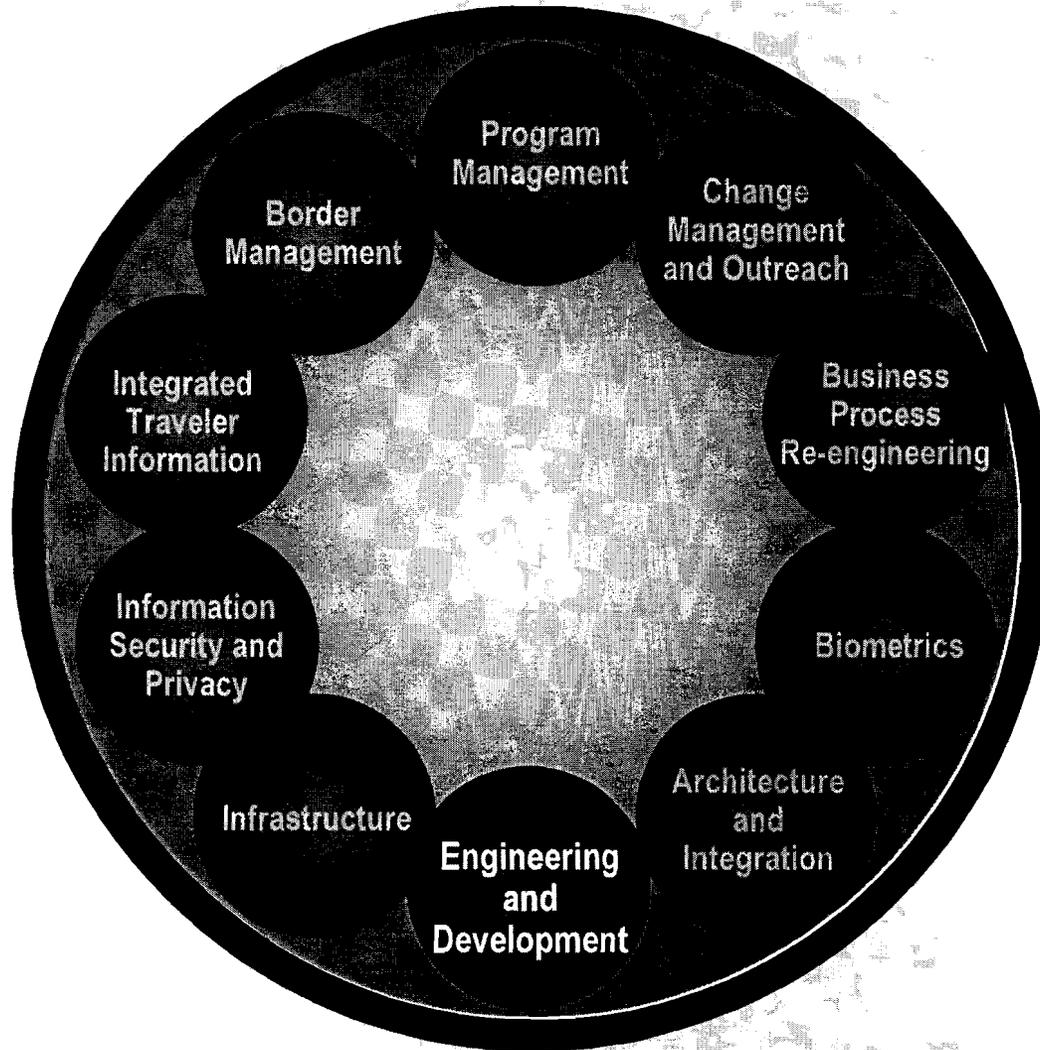
Key Capability - Engineering and Development



- **Experience integrating commercial-off-the-shelf (COTS) solutions with legacy applications that**
 - Delivers outcomes quickly
 - Minimizes costs to the Government

- **Layered engineering solution that enables components and data to be shared effectively across the enterprise**

Key Capabilities

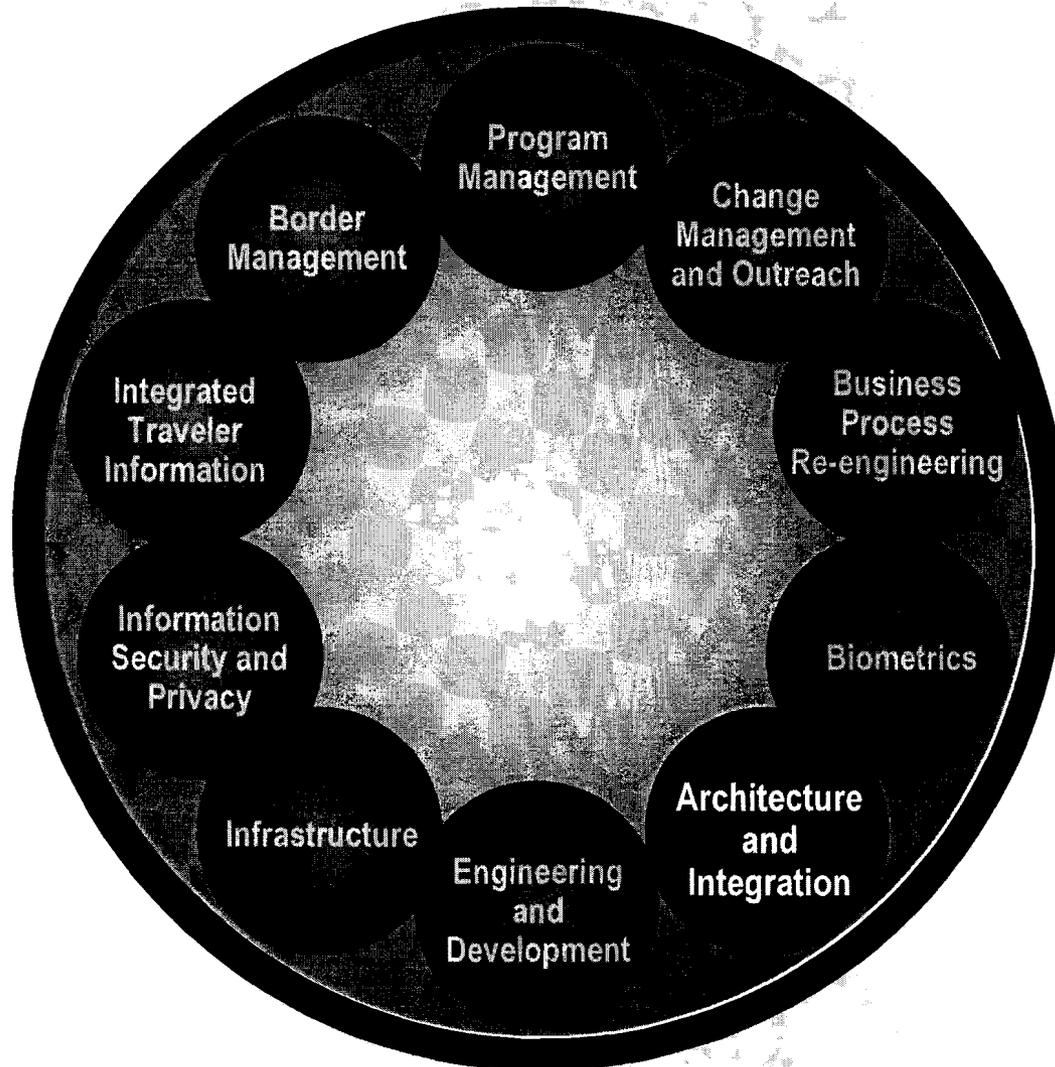


Key Capability - Architecture and Integration



- Experience with the HLS EA and evolution of the Federal Enterprise Architecture Framework (FEAF)
- Proven track record defining EAs and successfully implementing large, complex projects based on these architectures
- Proven large scale systems engineering and integration capabilities required for large “system of systems” programs

Key Capabilities

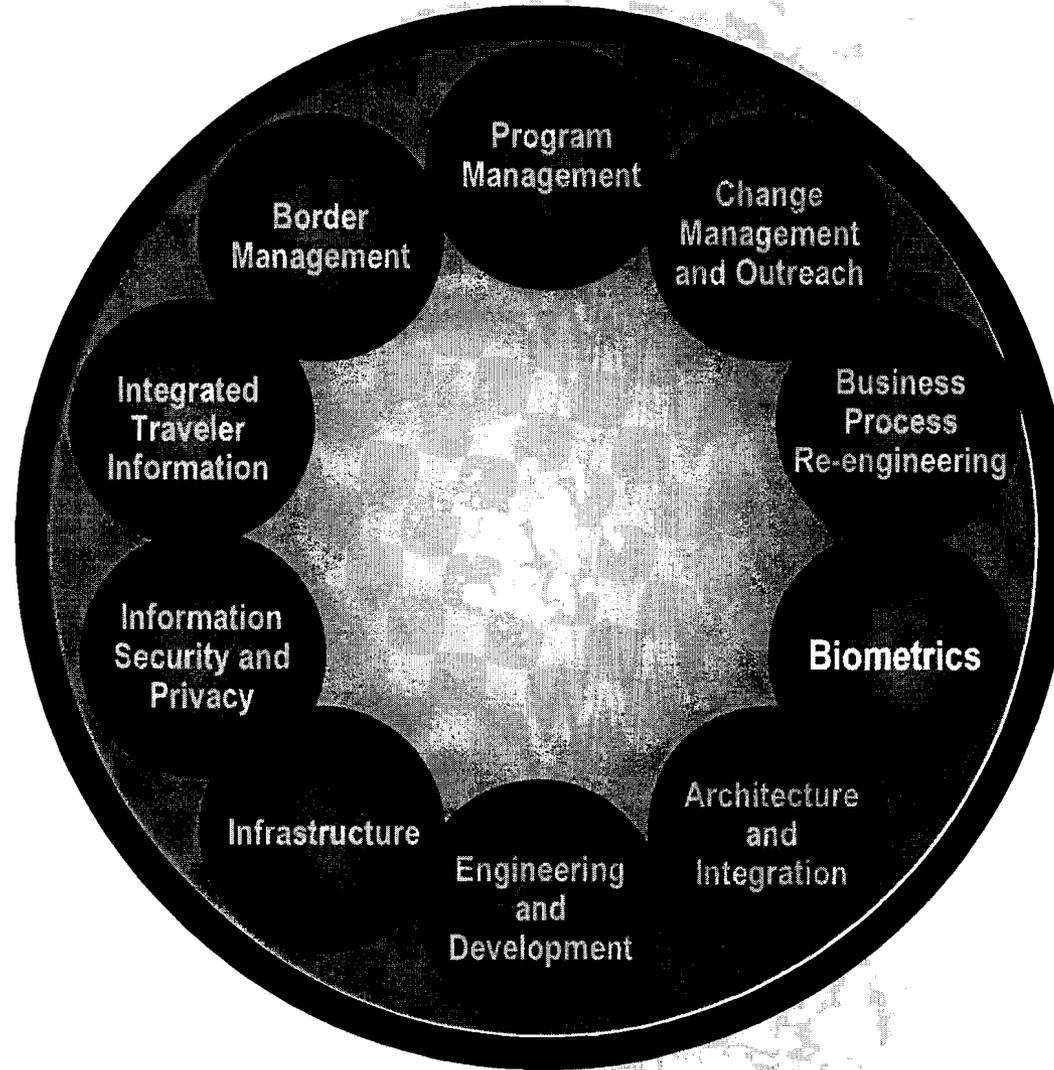


Key Capability - Biometrics



- **Strong knowledge of industry trends and directions**
- **Leadership role in international standards bodies**
- **Flexible technical solution that incorporates advancements in biometric technology**

Key Capabilities

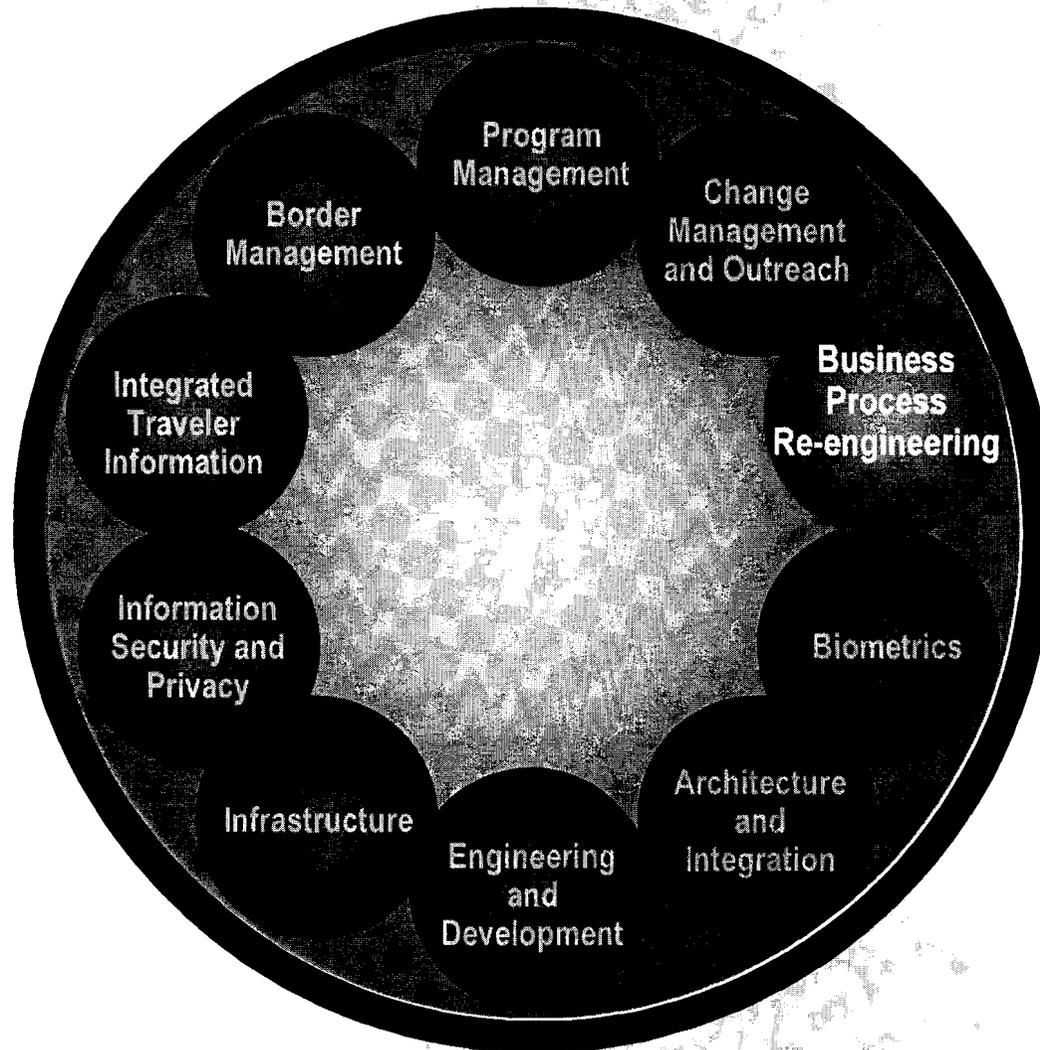


Key Capability - Business Process Re-engineering



- **Proven skills in reengineering processes, policies, resources and technology to maximize government capabilities**
- **BPR activities institutionalized into methodologies and tools, and tied to desired business results**

Key Capabilities

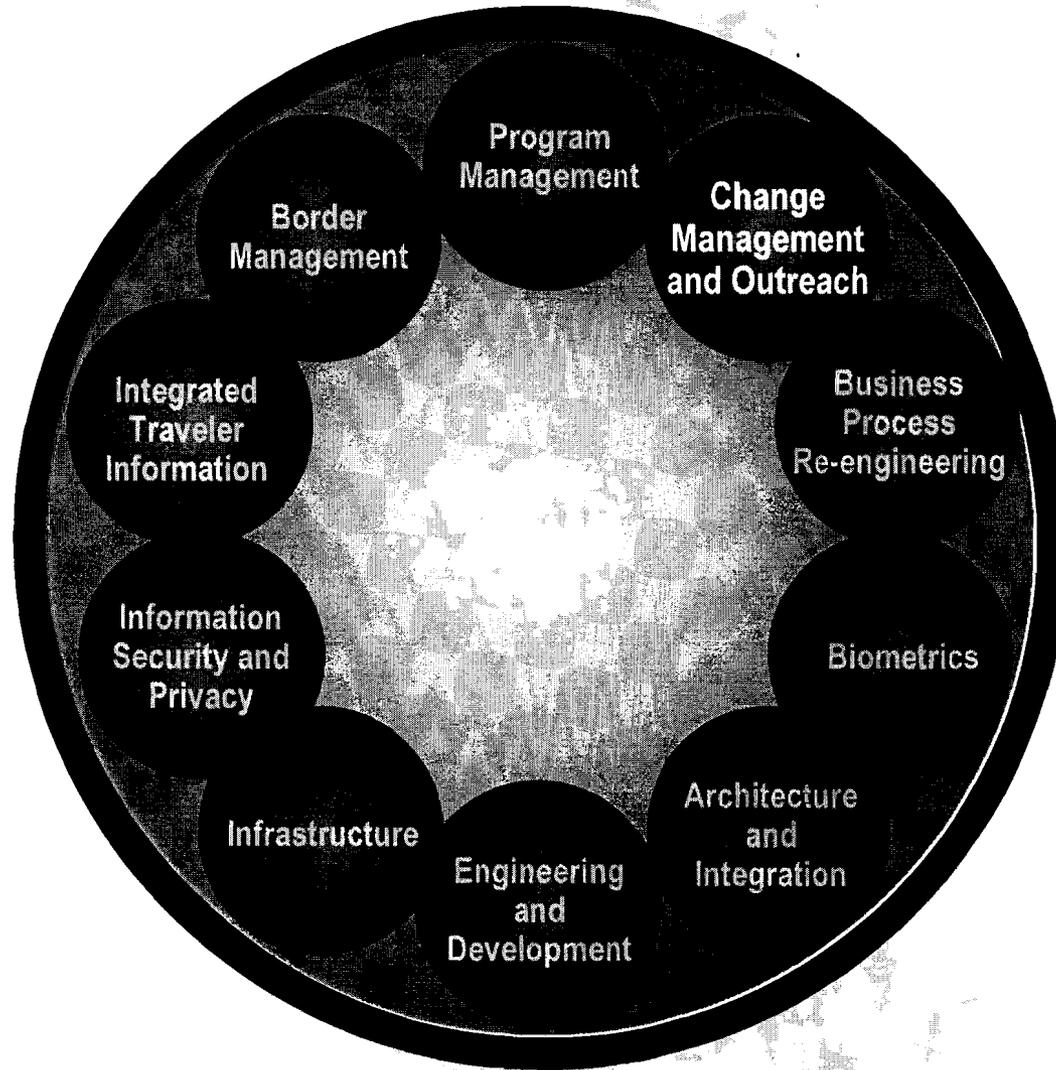


Key Capability - Change Management and Outreach



- **Clear understanding that the major challenges to success are within the human factors area**
- **Significant skills in managing the people side of large scale transformation programs**
- **Substantial knowledge of and experience with US-VISIT stakeholder groups and communities of interest**

Key Capabilities

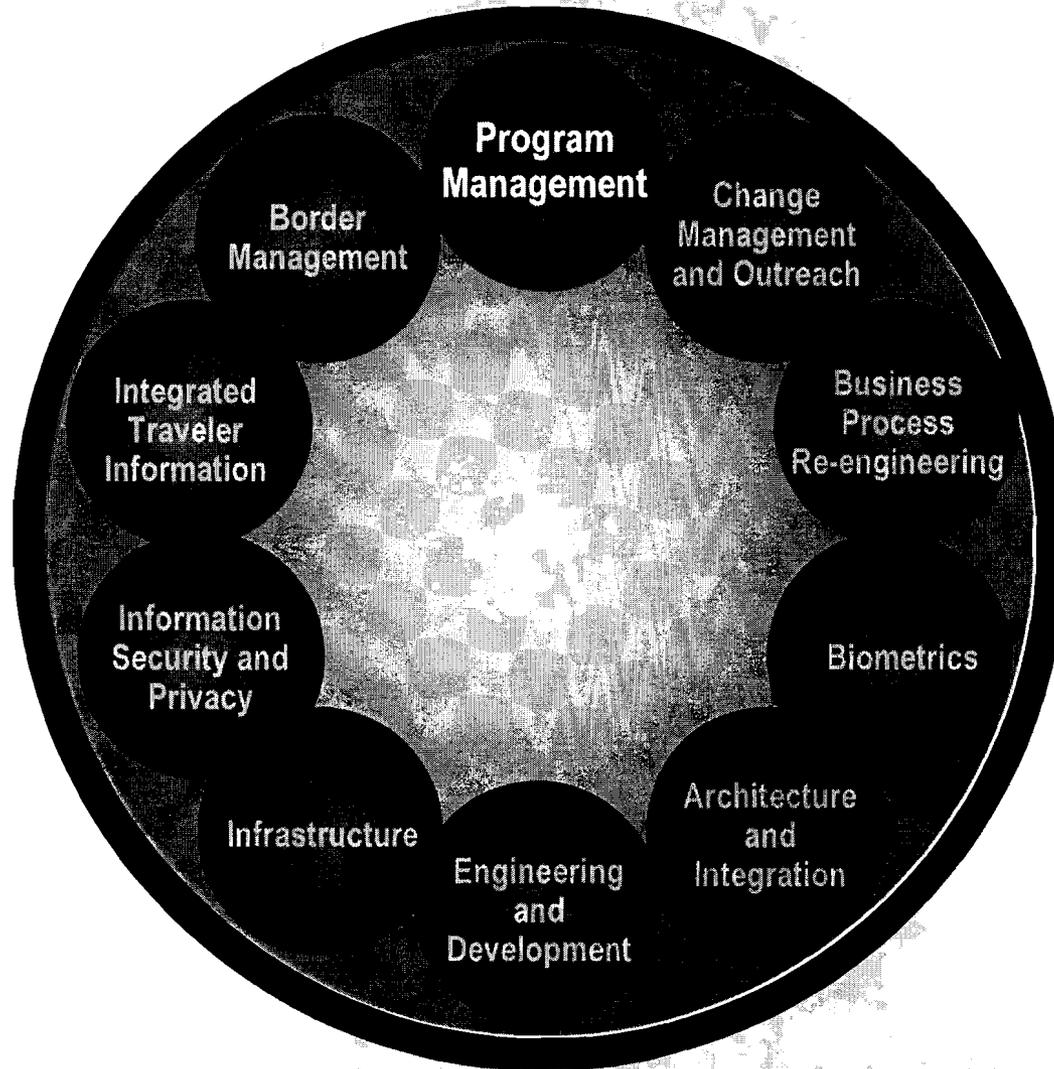


Key Capability – Program Management



- **Proven track record for success on large, complex transformational initiatives**
- **Federal government track record for on-time delivery on large programs**
- **Flexible, adaptable solution that enhances your vision as it evolves**

Key Capabilities



Five Selection Criteria



- **Border management experience**
- **Track record of on-time delivery for large-scale government programs**
- **Corporate agility, flexibility and ability to deliver value with speed**
- **Innovation and fresh ideas**
- **Willingness to share performance risk**

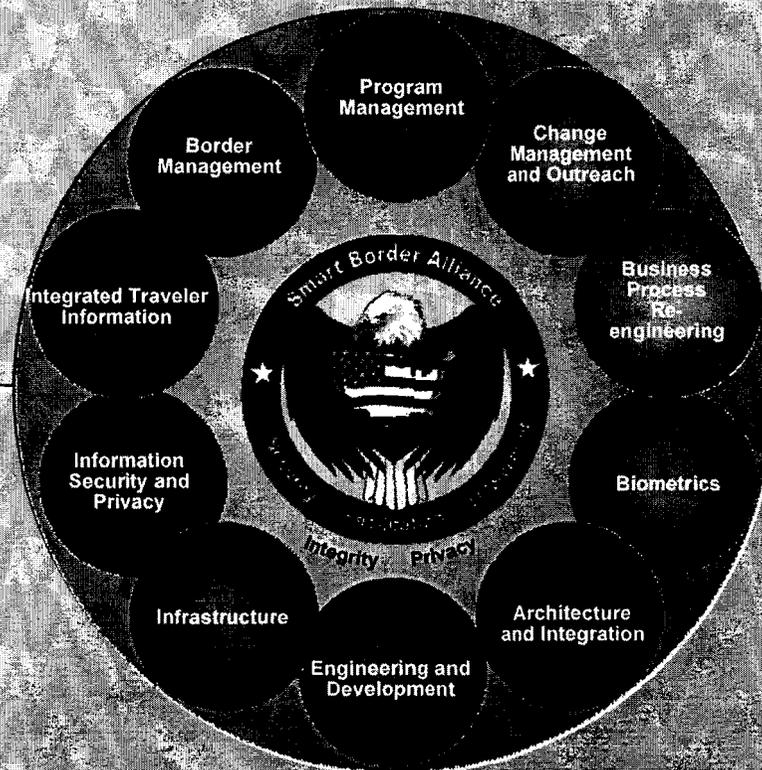


accenture

- Business Transformation
- Business Architecture
- Program Management

Raytheon

- Law Enforcement
- Systems Engineering
- Transition and Deployment
- Biometrics



SRA

- Privacy
- Security
- MOC

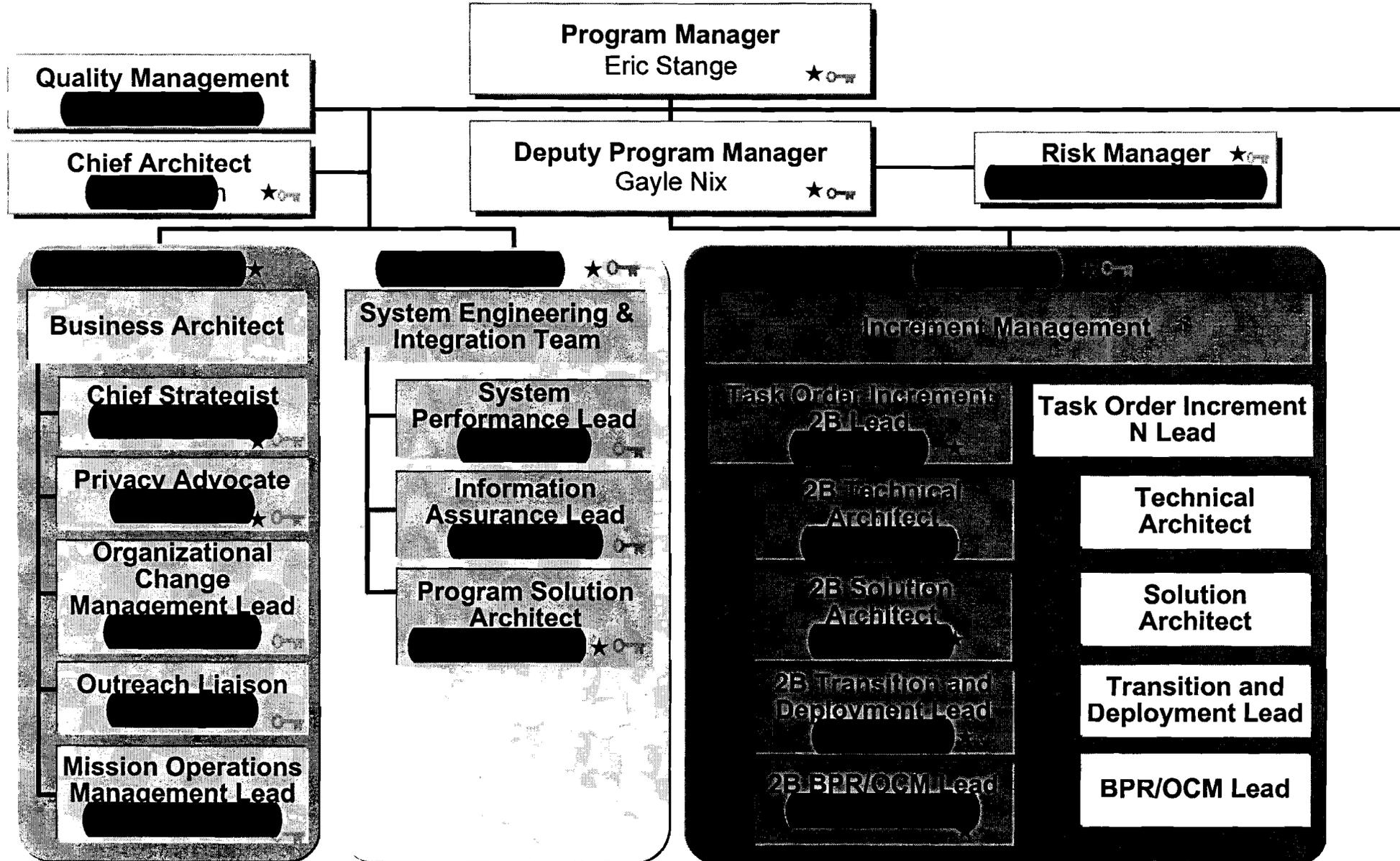
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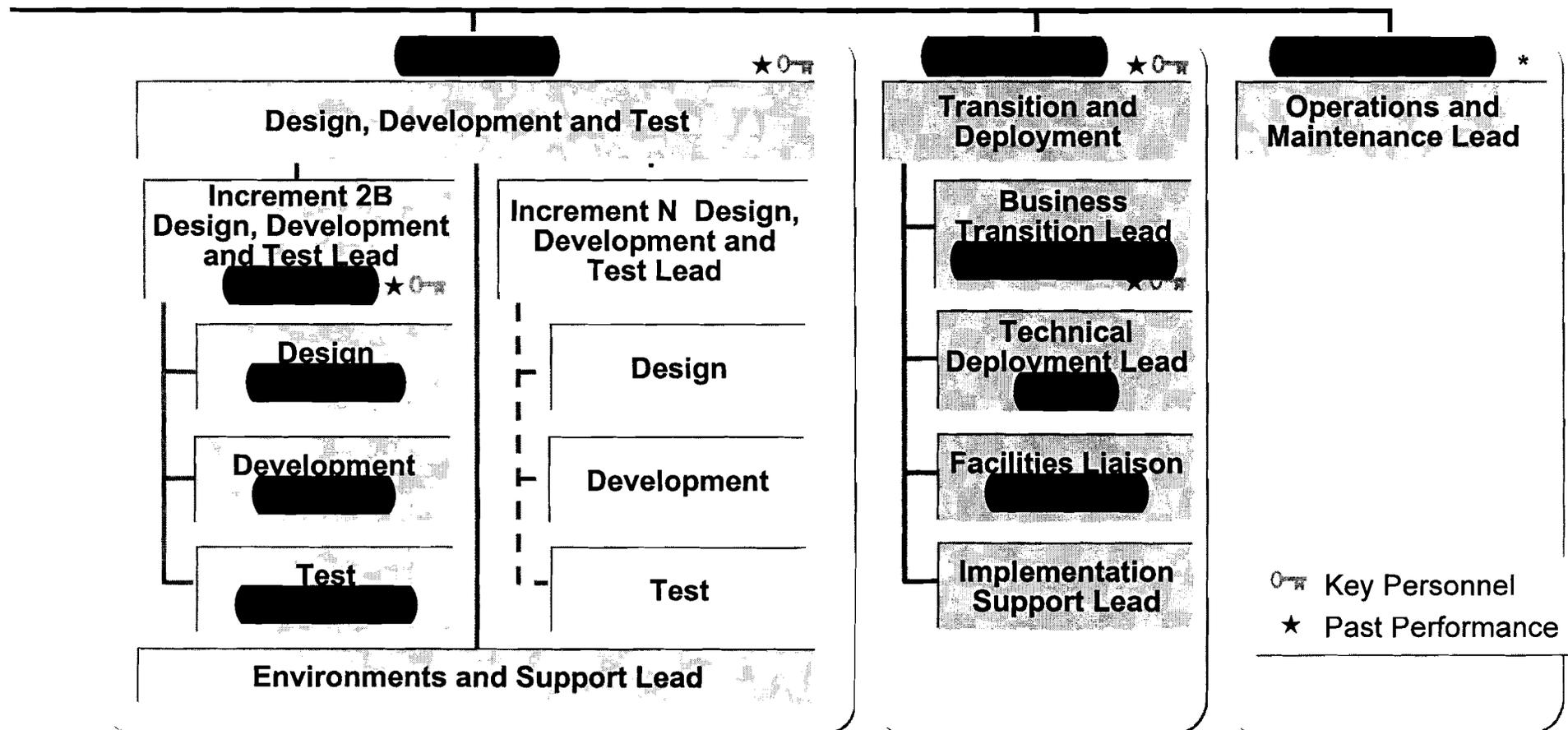
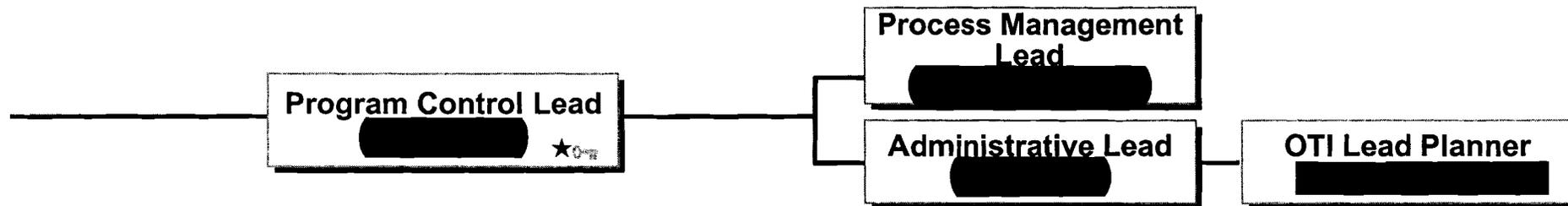
- Testing
- Quality Assurance
- Configuration Management

AT&T Corporation, Datatrac Information Services Incorporated, Dell, Deloitte, GTM, HPTi, Halliburton, STTAS, SITA, Sprint Communications Company LP, Base Technologies, Blackstone Technology, CompuTech Incorporated, Fair Isaac Corporation, HLB Decision Economics, Inc., Information Control Systems, Markland Technologies, Stanley Associates, Inc., Infopro, Intelligent Decisions, Inc., SISCO, Systems Resources, Inc., Tsymetry, USProtect, Visionary Integration Professionals

US-VISIT

IPT Organization Chart





Key Personnel
 ★ Past Performance



■ End Vision

■ Five Key Processes

■ Increments, Impacts, and Benefits

■ 15 Minute Break

■ Enterprise Architecture

■ Security and Privacy

■ Transition

■ Challenges to Success

■ Business Outcomes, Measurements, and Risk Sharing



- **Presentation Topic: End Vision**
- **Lead Speaker: Eric Stange**

- **Outline**
 - US-VISIT mission and business
 - Looking into future
 - Strong foundation
 - Four components
 - Virtual Border
 - Integrated Traveler Folder
 - Mission Operations Center
 - System of Systems



- **US-VISIT has a critical and difficult mission:**
 - Prevent the small number of real threats
 - Facilitate the ever-increasing volume of legitimate trade and travel

- **Operations face widespread challenges**
 - Many stakeholders with conflicting concerns
 - Multiple technical systems and processes with different owners
 - Many paper-based processes
 - Inconsistent cultures and processes
 - Inconsistent information sharing

- **Need to develop instant, comprehensive, and universal view of the traveler...in time to act**

Requires rapid integration of people, processes and technology



Enhanced National Security

- Earlier identification of risky travelers
- Reduction in illegal travelers
- Rapid identification of overstays and removal of high-risk overstays
- Improved enforcement effectiveness through multi-level threat identification
- Reduction in response time for potential threats

Facilitation of Legitimate Travel and Trade

- Reduction in visa processing times
- Reduction in entry wait times
- Reduction in denials at the border
- Improved processing times for imports and exports
- Realization of economic benefits of expedited legitimate travel and trade

Enhanced Integrity of Our Immigration System

- Improved security of DHS information and intelligence
- Improved investigation case management efficiency
- Reduction in process hand-offs across bureaus
- Improved, rapid delivery of immigration benefits
- Reduced costs through consolidated infrastructure and networks
- Reduction in costly inefficiencies across DHS bureaus

Conformance with Existing Privacy Laws and Policies

- Respect for national and international privacy
- Proactive stakeholder outreach and education program
- Ongoing analysis of privacy laws and policies at a Federal, State, and International level



Increased Program Credibility

- High degree of confidence in border security
- Commerce flows at an accelerated rate
- Public confidence in immigration system integrity
- Sound security and privacy measures are in place
- Broad public support for US-VISIT

Facilitated Through Transformation

- Proactive and collaborative global approach
- Seamless border management process
- Credible and reliable enforcement tools
- Skilled and experienced people dedicated to program success
- Open communication early and often to all stakeholders

Holistic Approach to Achieving Business Outcomes





- **Business transformation approach**
 - Gartner recognizes Accenture as the leader in business transformation

- **Past performance offering proven scalable assets**
 - Citizenship and Immigration Canada
 - Ireland's National Police Service
 - New Zealand Customs Service
 - U.S. Department of State
 - Immigration and Naturalization Service
 - U.S. Customs Service

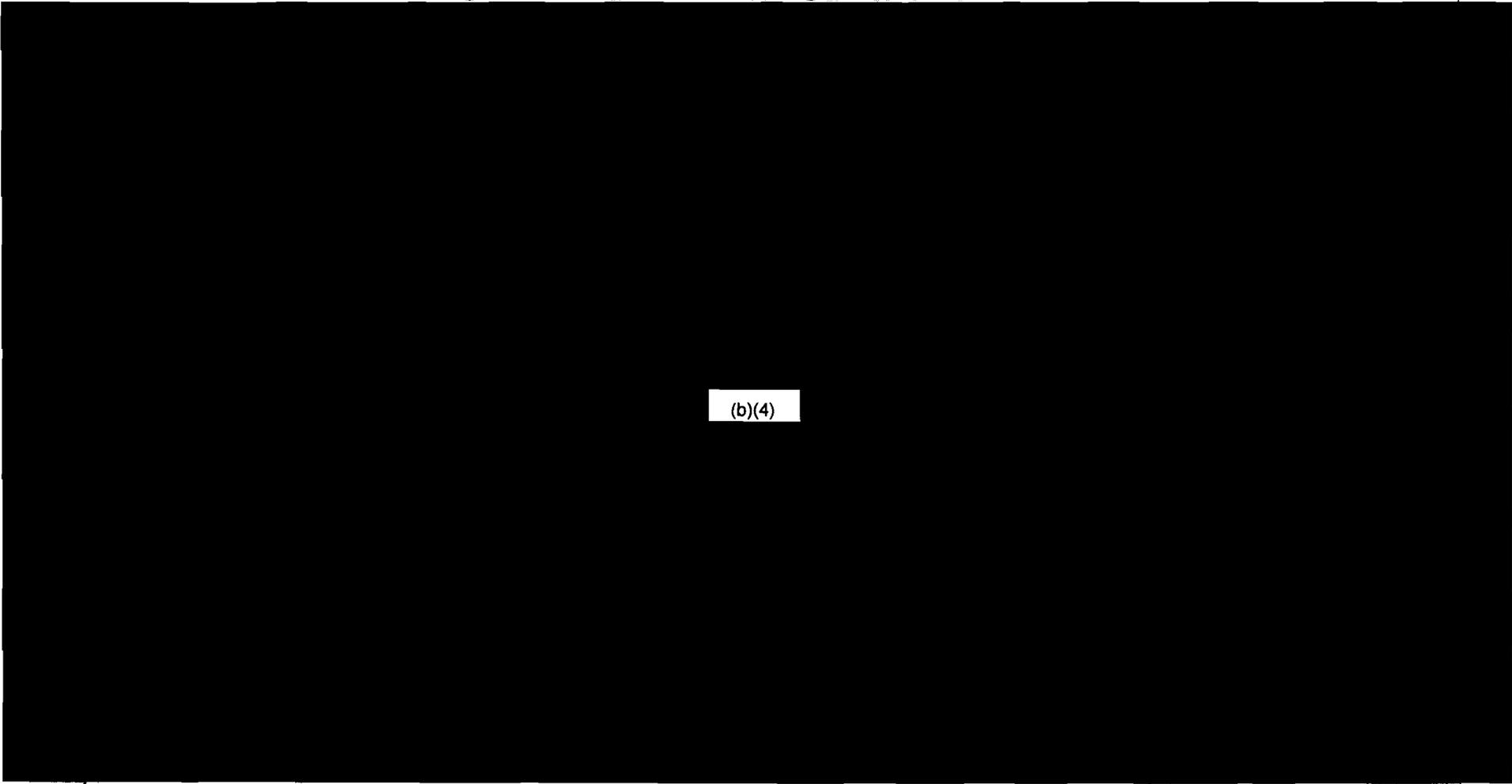
- **Commitment to work with US-VISIT PMO to adjust as priorities change**

Focus on accomplishing mission objectives, not just implementing technology



A Strong Foundation

Integrated Border Management Solution



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Smart Border Alliance Vision Four Components



- **Virtual Border**
 - Makes inspectors the last line of defense, not the first

- **Integrated Traveler Folder**
 - Provides a comprehensive, universal view of the traveler

- **Mission Operations Center**
 - Enables risk analysis, tactical decision-making and operational planning

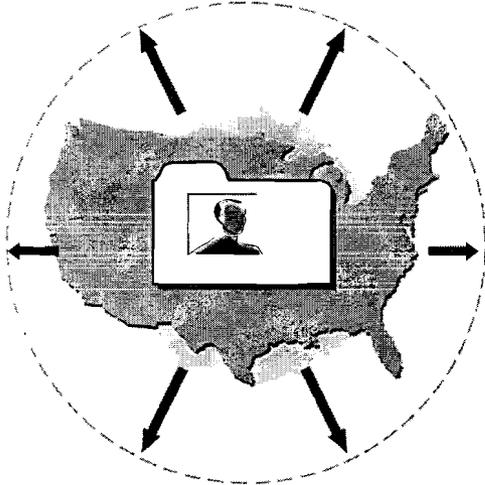
- **System of Systems**
 - Builds on existing infrastructure to facilitate information sharing and process improvement

These four components work together to provide comprehensive, universal view of the border management environment and specific travelers

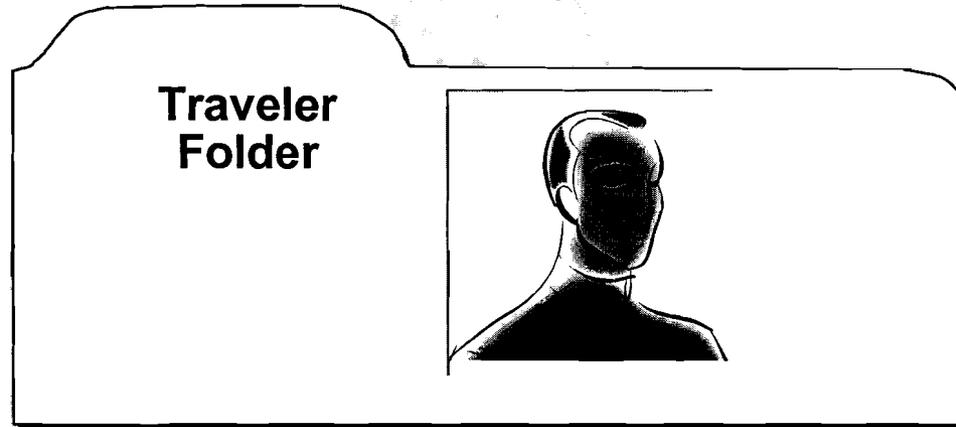
Smart Border Alliance Vision Four Components



Virtual Border



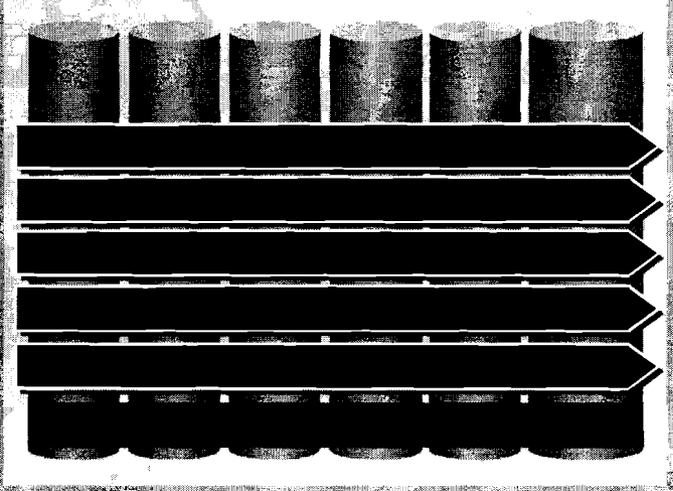
Integrated Traveler Folder



US-VISIT Program Goals and Desired Business Results

Mission Operations Center

System of Systems



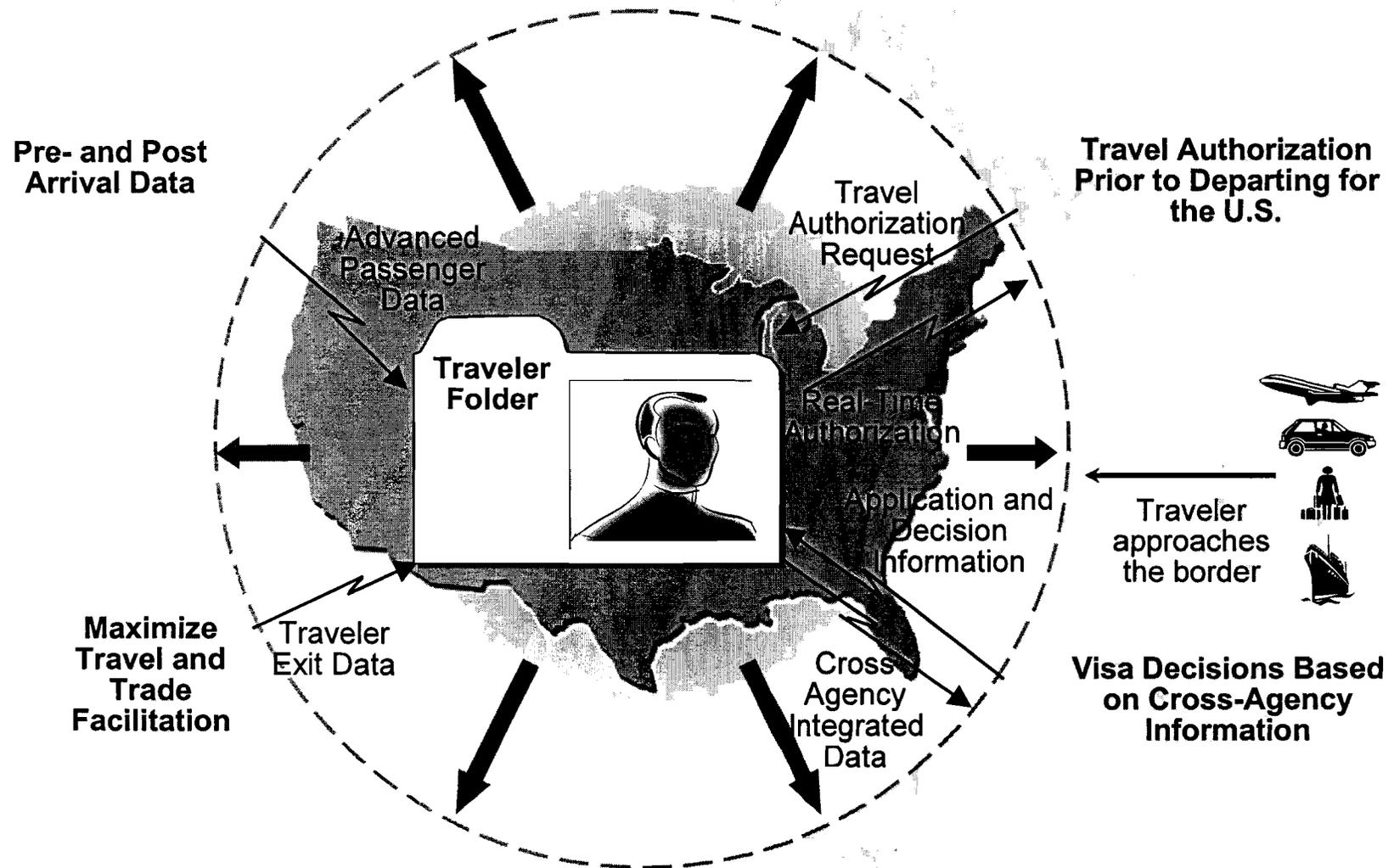


- **Redefines the border**
- **Transforms business processes by redefining where, when, what, and who**
- **Pushes analysis and decision-making earlier, and away from POE and border inspectors**
- **Allows early identification and classification of traveler**
 - Deny high risk
 - Flag moderate risk
 - Facilitate low to no risk

Inspectors become last line of defense, not the first line of defense



Virtual Border



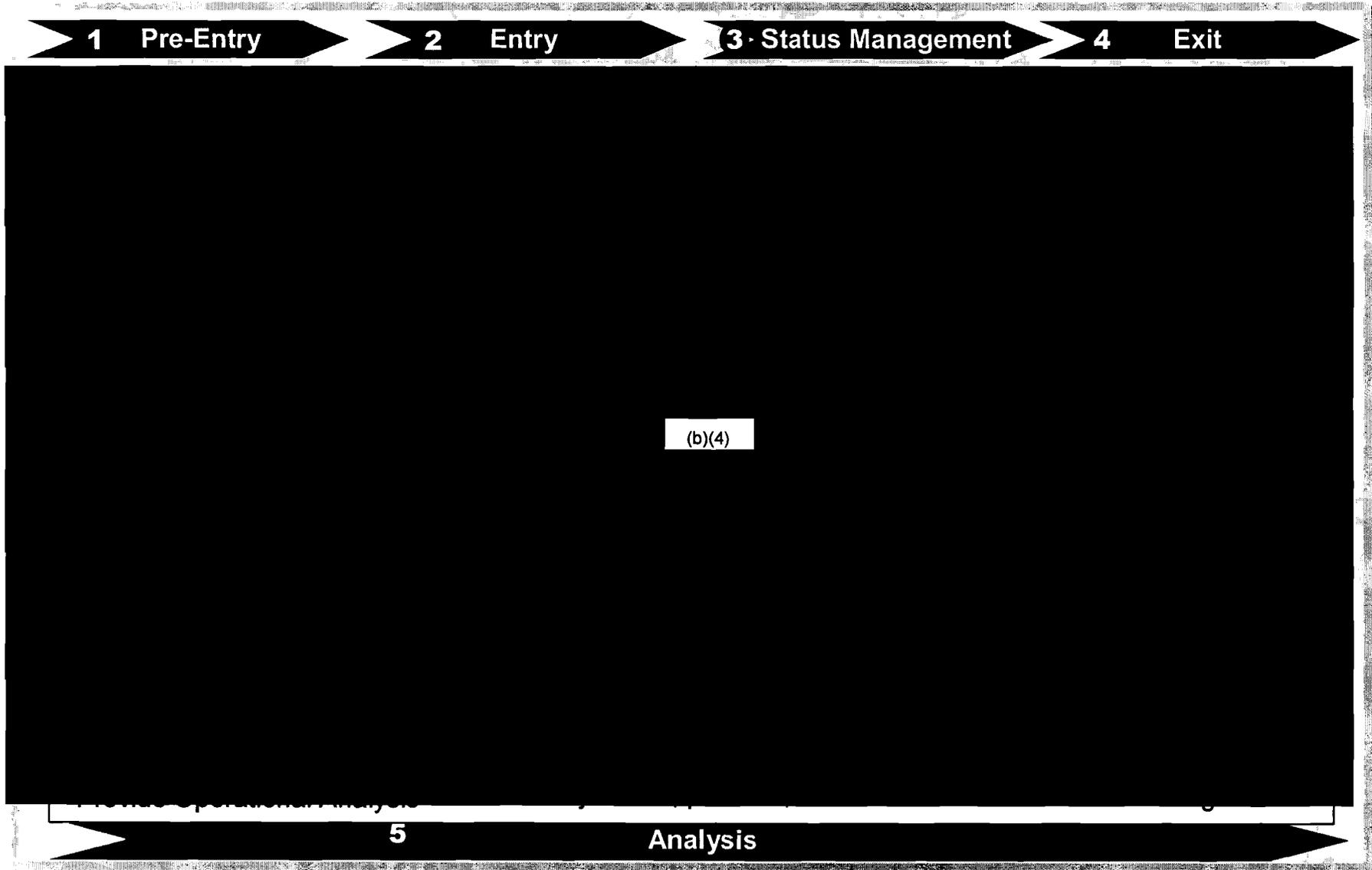


- Provides comprehensive, real-time view of traveler information, including biometrics and risk level
- Available to inspectors, adjudicators, consular officers, etc. through wide array of devices
- Helps officials understand
 - Who is it?
 - What should I care about?

Detailed information available at the officers' fingertips



Integrated Traveler Folder



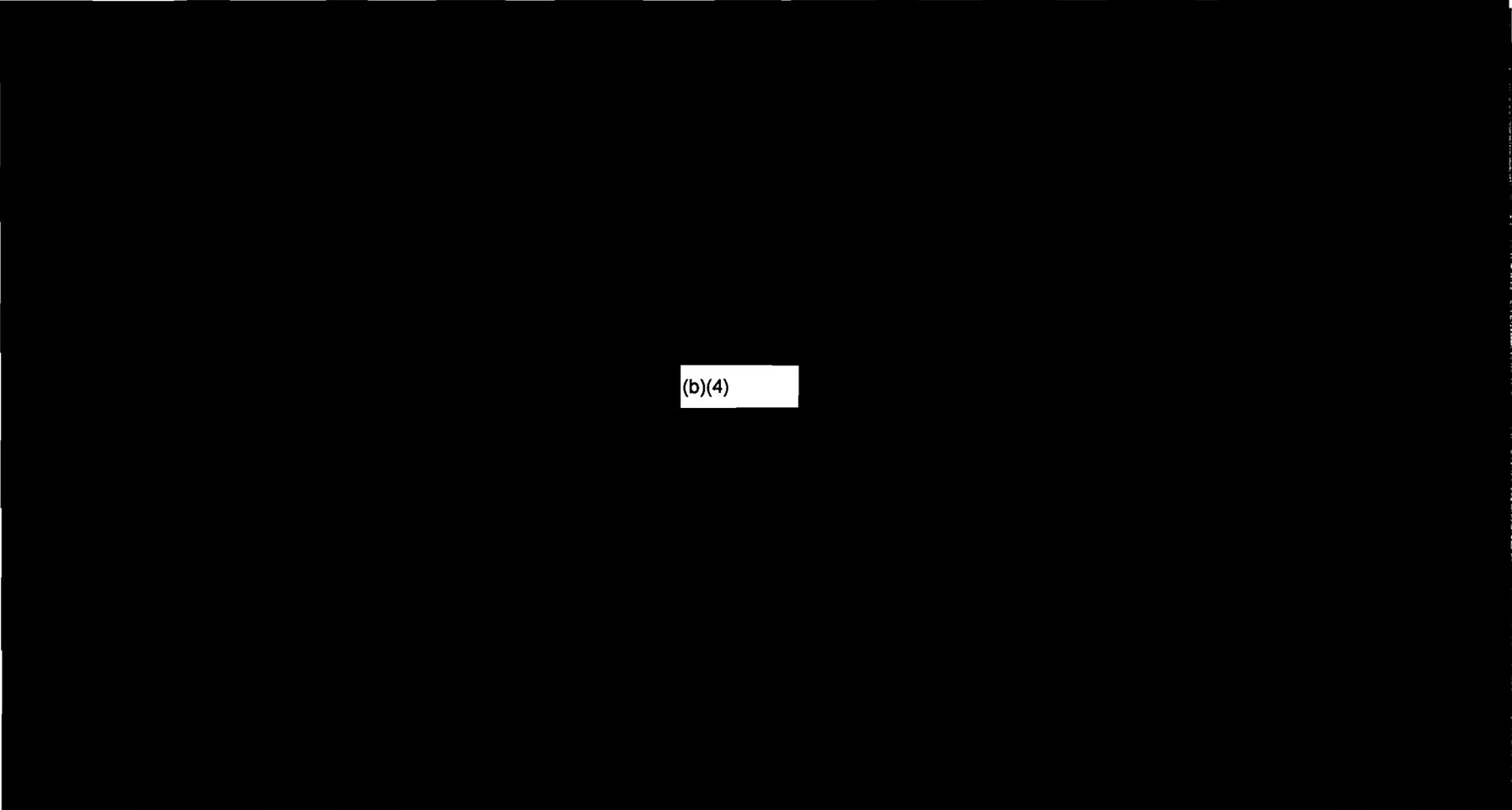


- **Center for**
 - Tactical tracking and analysis
 - Traveler risk assessment
 - Operational Planning
 - Strategic Analysis

- **Provides comprehensive, universal view of the border management environment**

- **Improves value-based allocation of operational and technical resources**

Improves capability to act tactically, plan operationally, learn strategically



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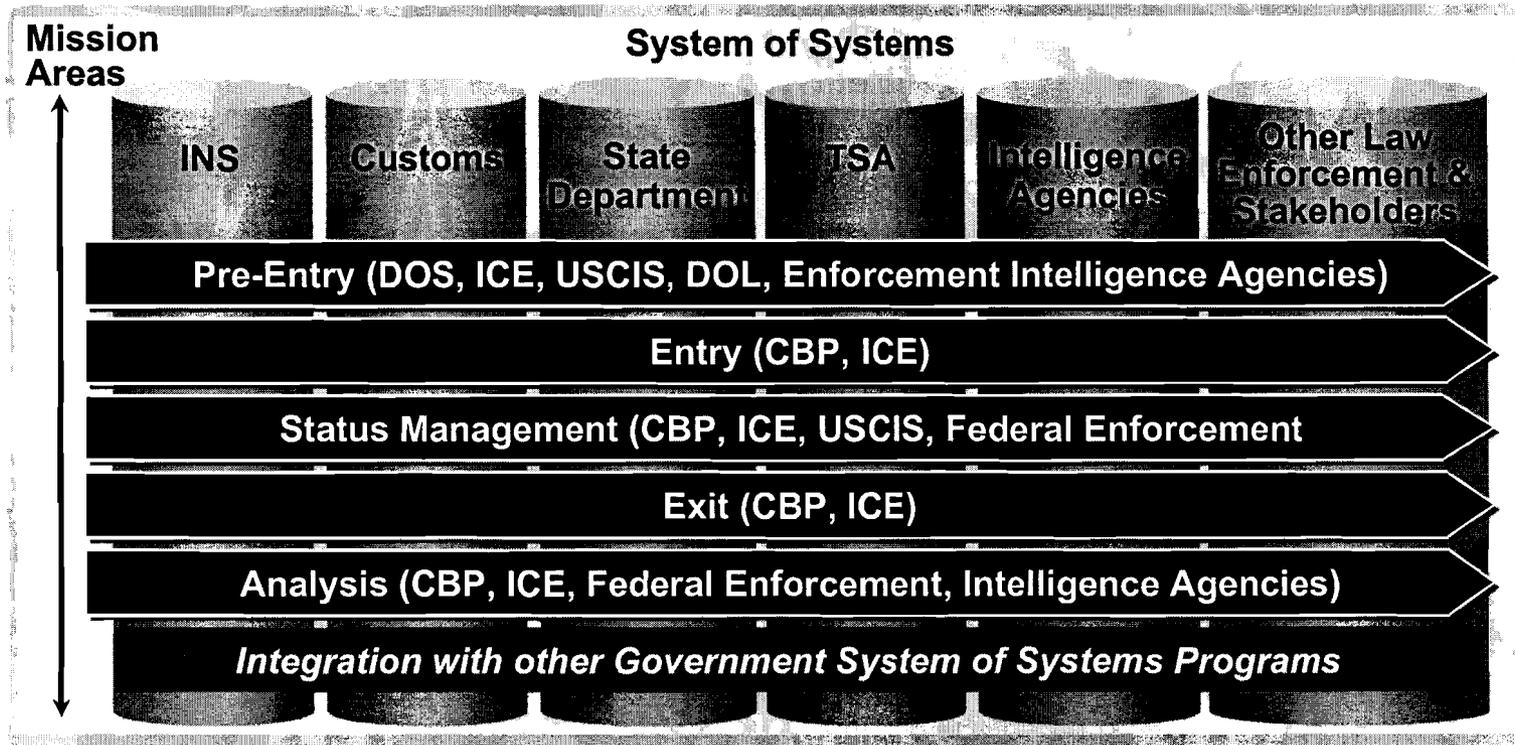
- **Addresses border management holistically, enabling end-to-end transformation**
- **Engages stakeholders and partner agencies in joint management and transformation**
- **Enables effective integration of existing processes and systems**
- **Builds on existing processes and systems in a flexible, efficient manner**

Builds for tomorrow from existing capability



System of Systems

Our system integrates processes, technology, resources, and information across Federal, State, Local, and International agencies to provide efficient coordinated cross-organizational facilitation of Traveler services and travel



Supported by:

- Communication mechanisms and guiding policies and procedures
- Processes designed across organizational entities
- Shared technology, information, and collaboration tools
- An integrated view of the customer and visibility as needed and with appropriate security

Outcomes of New Ways of Doing Business

- Increased efficiency and productivity
- Enhanced communication and collaboration of stakeholders
- Information sharing and collaboration while adhering to privacy laws



- End Vision

- Five Key Processes

- Increments, Impacts, and Benefits

- 15 Minute Break

- Enterprise Architecture

- Security and Privacy

- Transition

- Challenges to Success

- Business Outcomes, Measurements, and Risk Sharing



- **Presentation Topic: Five Key Processes**

- **Lead Speaker:** [REDACTED] (b)(6)

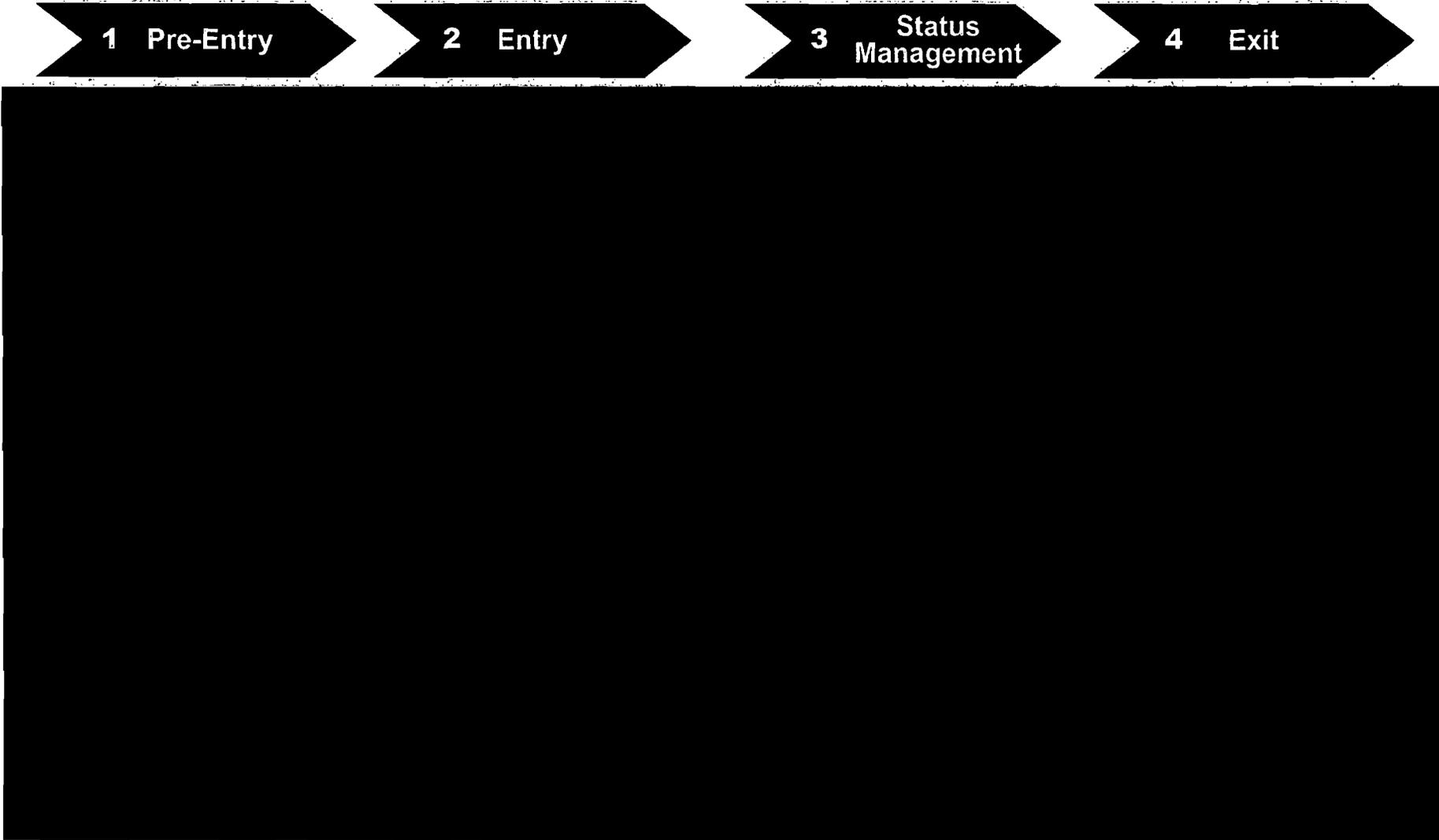
- **Outline**

- Process transformation overview
- Pre-entry
- Entry
- Status management
- Exit
- Analysis



- Address border management holistically
- Re-align activities to solve the key problems and meet mission goals
- Strengthen business processes with new technical capabilities

Rethinking border management





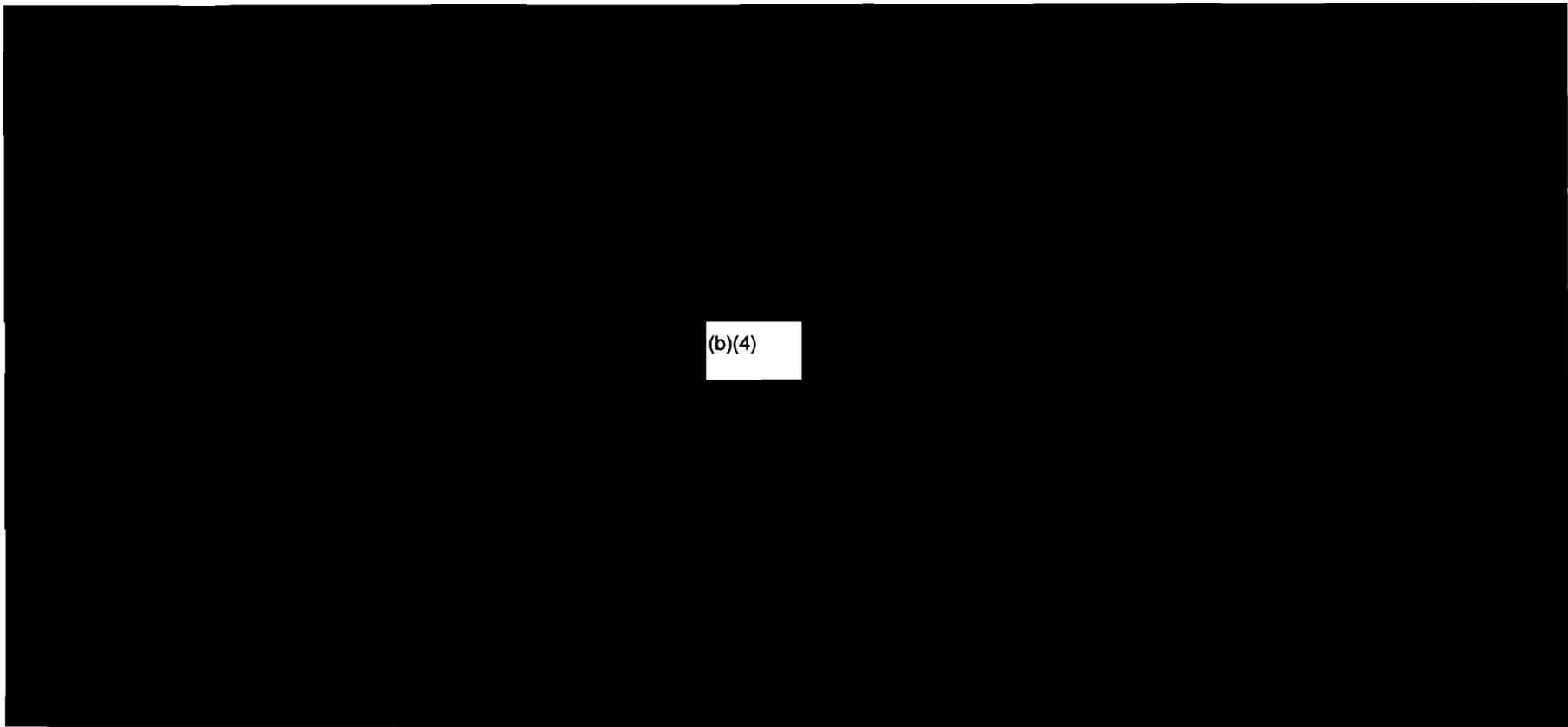
■ Key innovative features

- Border evaluation moved to pre-entry screening
- Improved screening activities incorporating real-time data
- Shared Integrated Traveler Folder data to decision makers
- Automated case management

■ Key benefits

- High risk passengers denied visas or flagged for analysis
- Low risk passengers facilitated smoothly
- Automated processes simplified for and visible to stakeholders

Better decision-making away from the border



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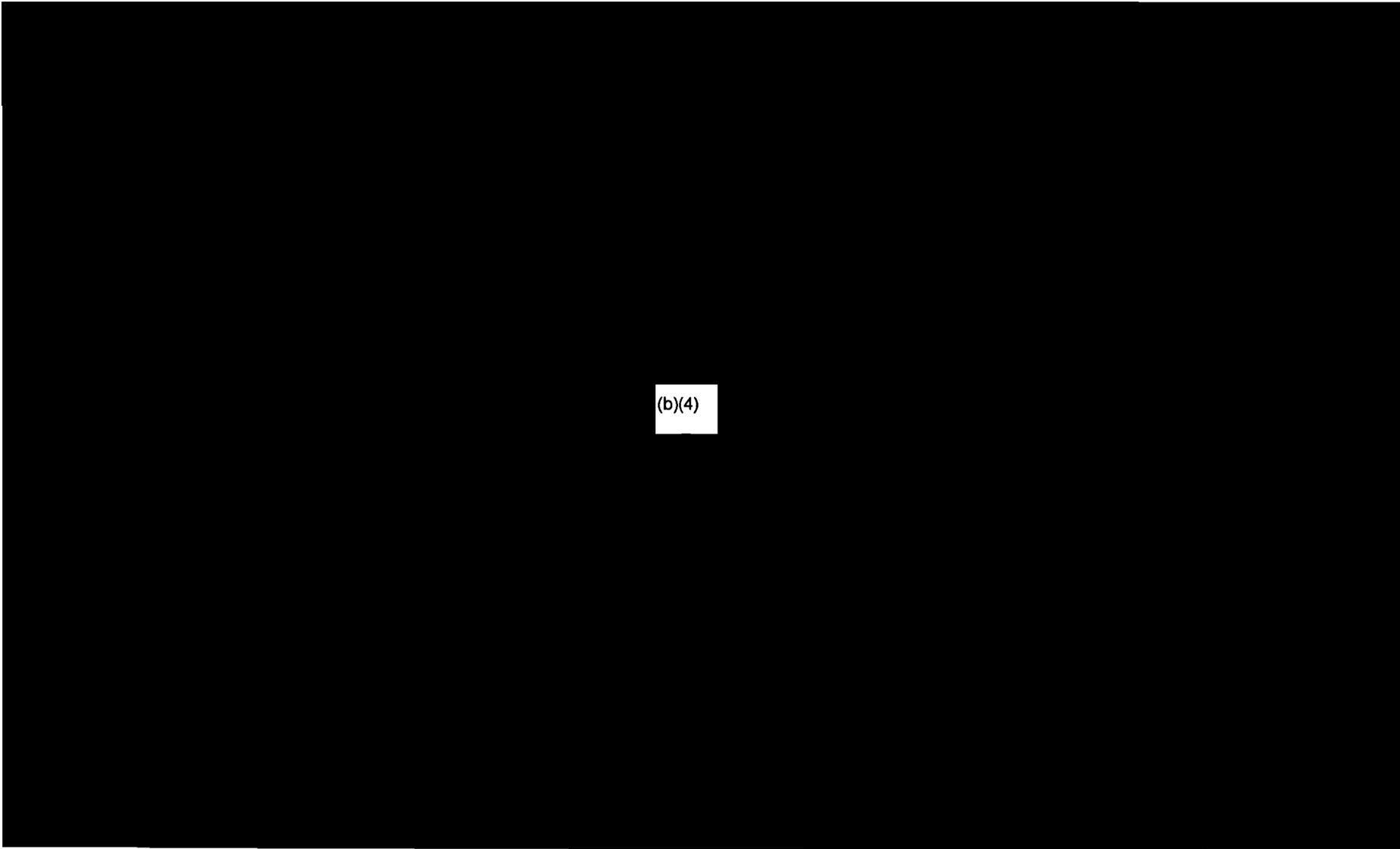
■ Key innovative features

- Pre-departure process step includes carriers
- Integrated traveler folder with pre-screen data to facilitate rapid analysis
- Biometrics and self-authenticating devices verify identity and speed processes

■ Key benefits

- CBP officers can focus on highest potential threats
- Low risk travelers facilitated rapidly through process (up to 65% time reduction)
- Common view of traveler promotes single face at the border

Better advance information improves security and facilitation



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Entry Process Integrated Traveler Folder View



- Presents vital information for rapid decision-making
- Allows inspector to focus on traveler credibility and intent
- One touch to reduce inspection times
- Simple tool to pass relevant data to secondary

Helping the inspector make the right decision quickly



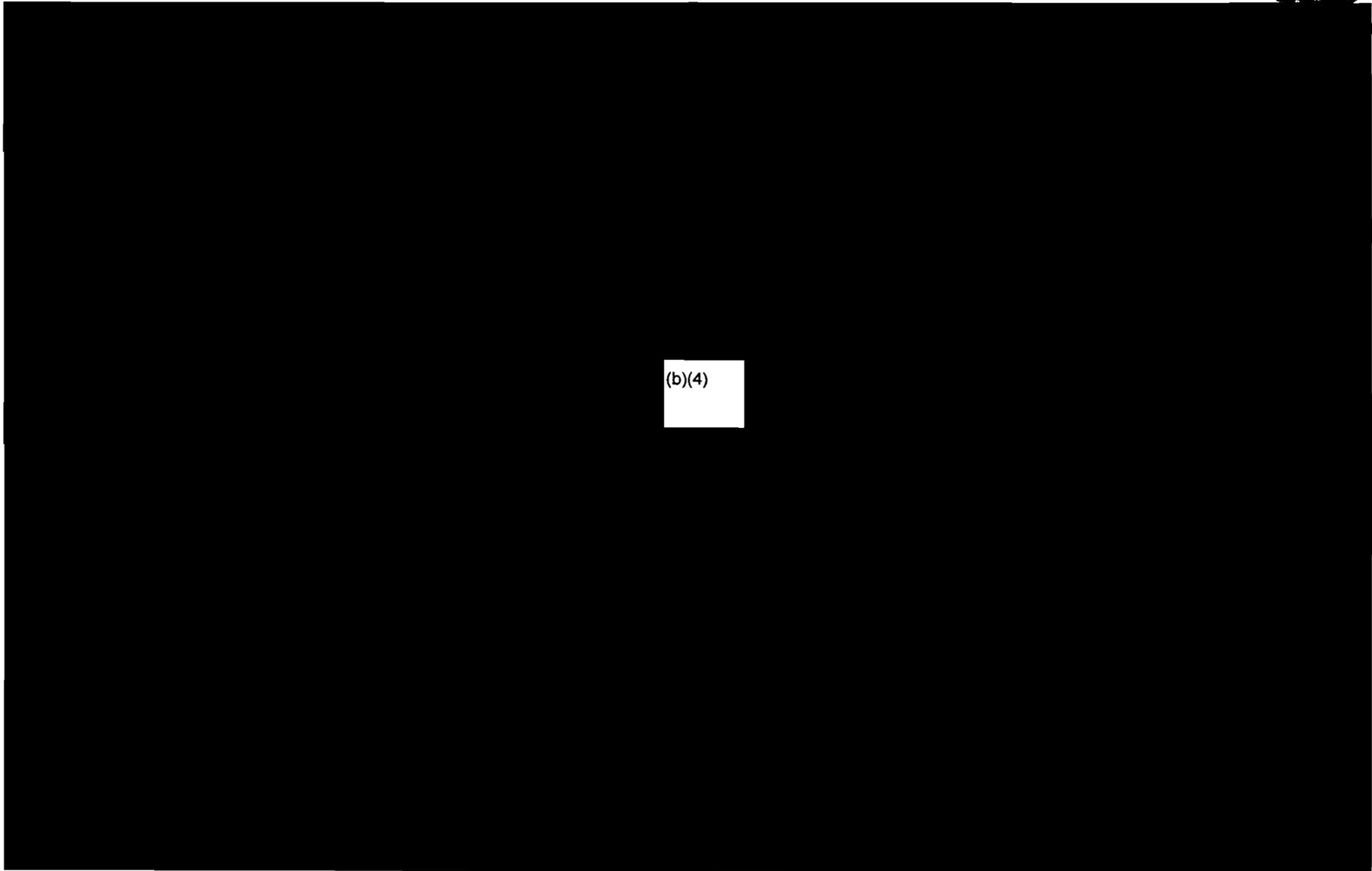
■ Key innovative features

- Self-service update requests to I-94 data via kiosks, telephone, computer
- 3rd party validation of personal information
- Case management systems for USCIS and ICE
- Integration with Federal, state, and local alert systems

■ Key benefits

- Electronic processes improve accuracy and ease of use
- USCIS, ICE, CBP have common view of traveler
- Improved coordination with law enforcement agencies to detain status violators

Better tracking improves integrity of the immigration system



(b)(4)

take out ✓



US-VISIT

Entry Process Integrated Traveler Folder View (at Primary)

A screenshot of a software interface for the US-VISIT Entry Process. The main area is a large black rectangle with a white box in the center containing the text "(b)(4)". Below this area is a horizontal row of six buttons: "Violations", "Watch List", "Refer to Secondary", "Risk Assessment", "Law Enforcement", and "Admit". The interface has a dark, textured background.

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Violations

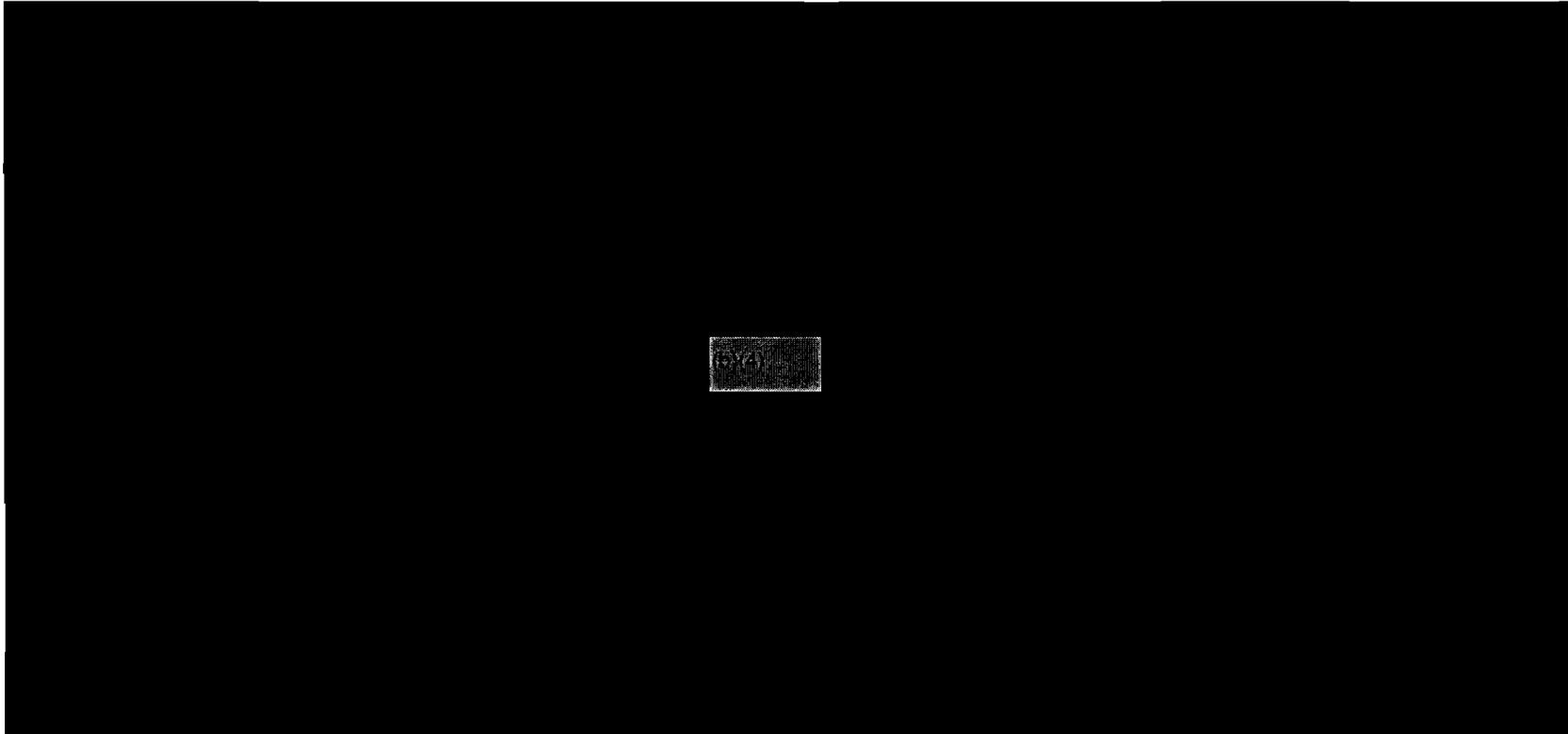
Watch List

Refer to
Secondary

Risk
Assessment

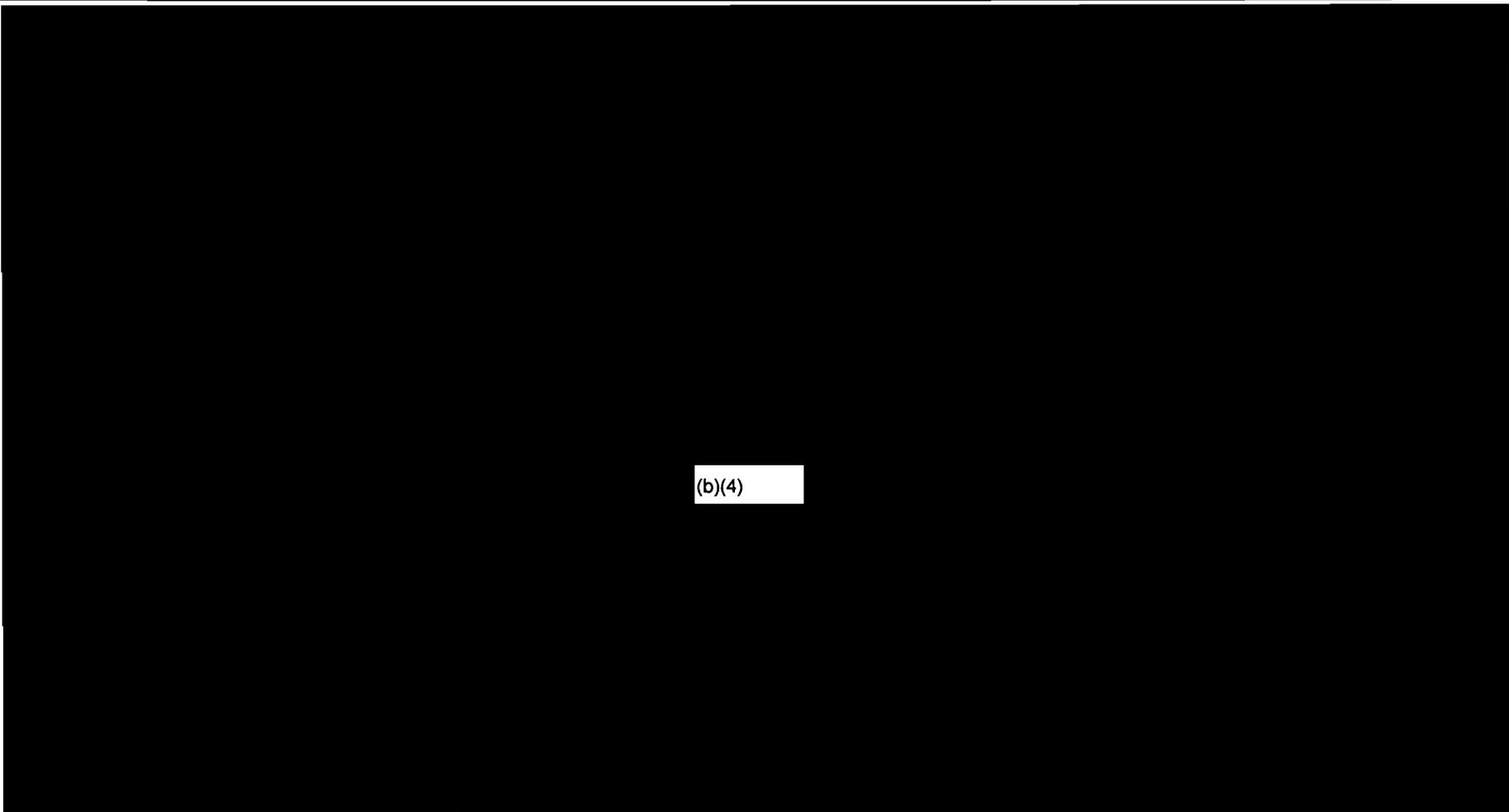
Law
Enforcement

Admit

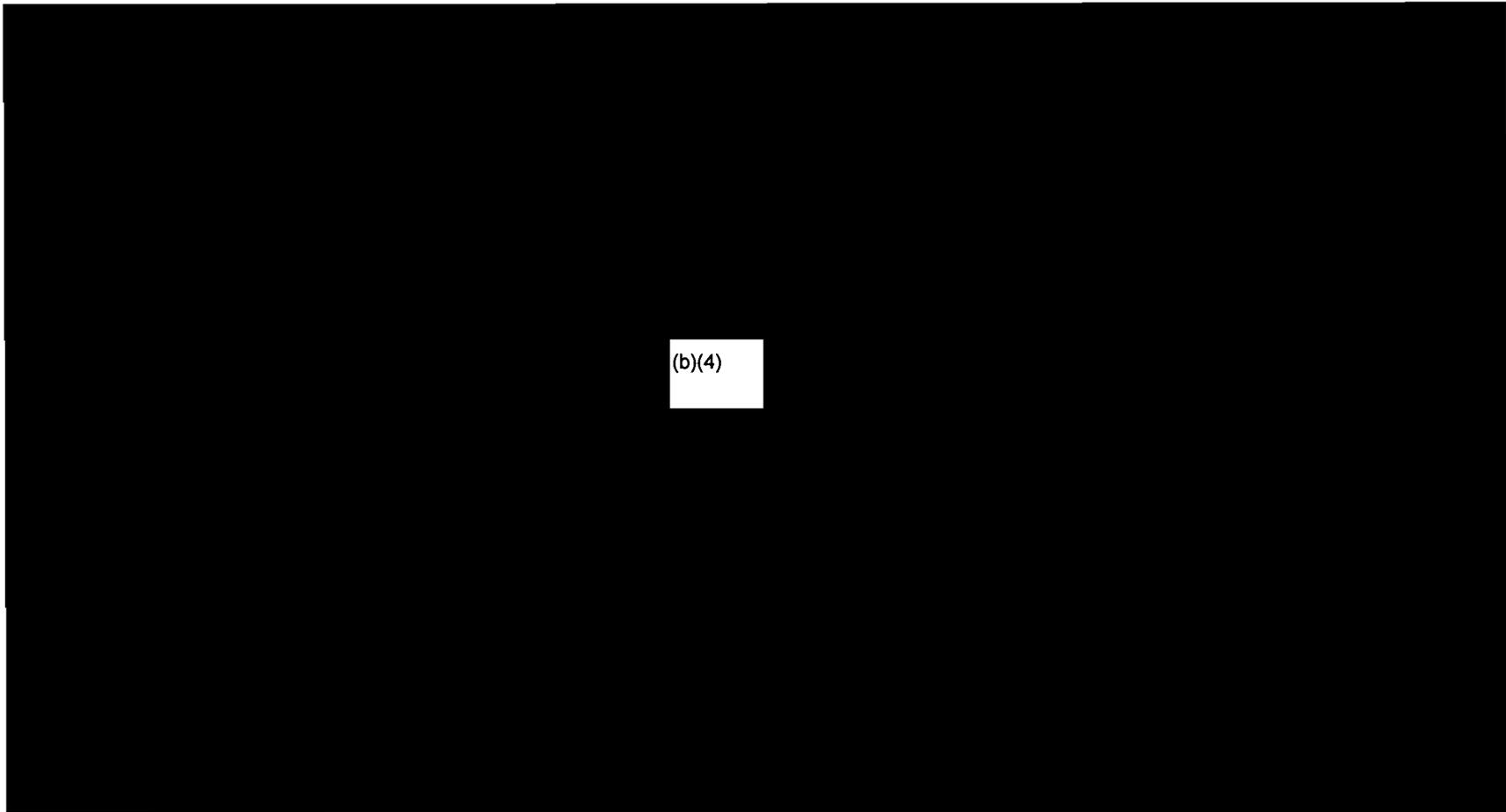


Tracking departures with minimal effort and disruption

Effects on the Exit Process

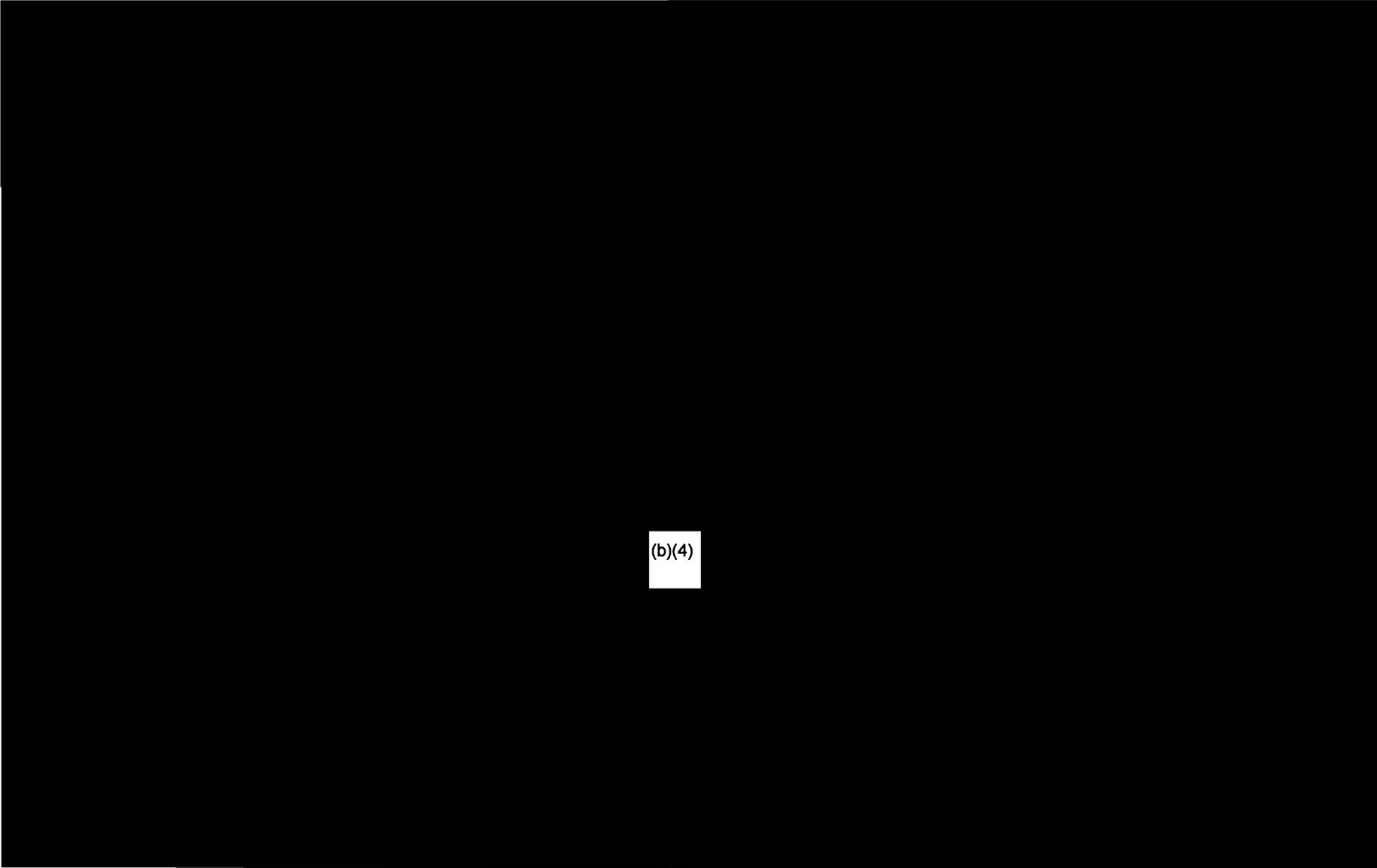


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Providing facts and analysis for timely decision-making



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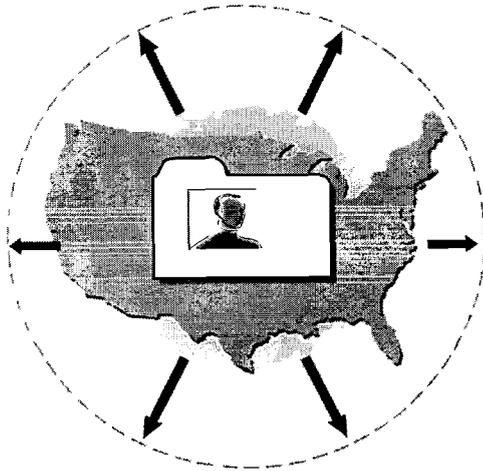


- **Processes transformed based on mission needs**
- **Traveler identification, and decision-making, pushed away from POE**
- **Technology enabled**
- **All stakeholders benefit from**
 - Simpler processes
 - Faster information access
 - Common view of the traveler
- **Instant, comprehensive, and universal view of the traveler...in time to act**

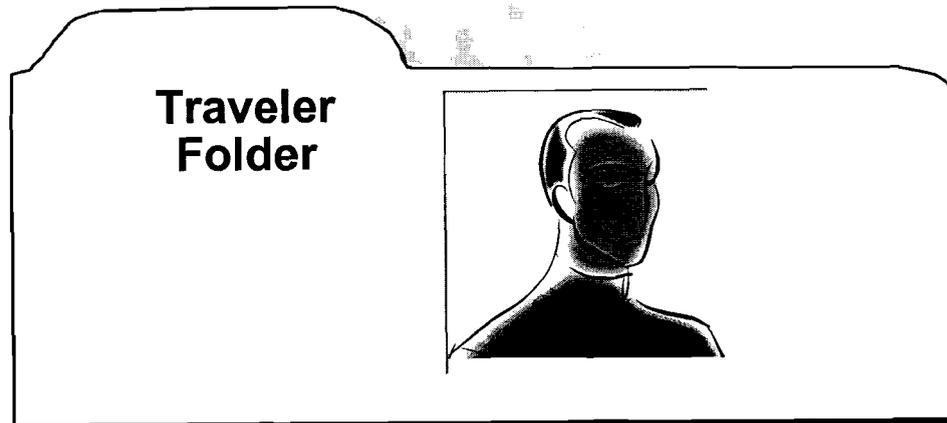
Smart Border Alliance Vision Four Components



Virtual Border

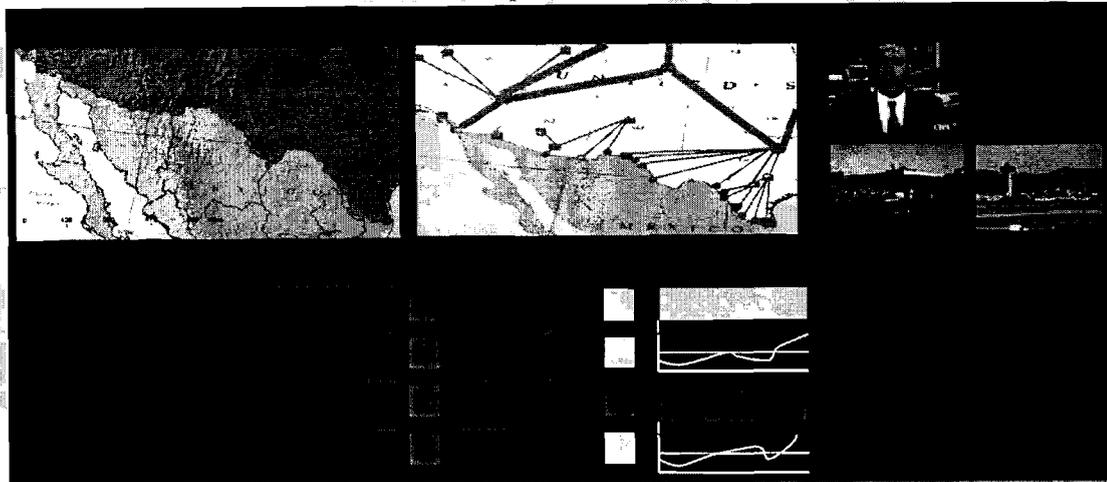


Integrated Traveler Folder

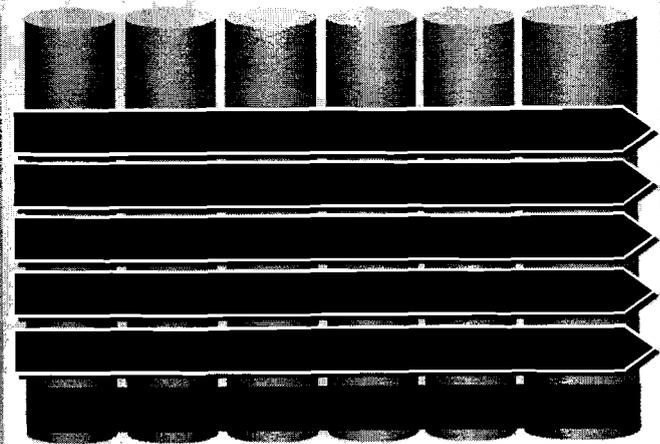


US-VISIT Program Goals and Desired Business Results

Mission Operations Center



System of Systems





- End Vision
- Five Key Processes
- **Increments, Impacts, and Benefits**
- 15 Minute Break
- Enterprise Architecture
- Security and Privacy
- Transition
- Challenges to Success
- Business Outcomes, Measurements, and Risk Sharing



- **Presentation Topic: Increments, Impacts and Benefits**

- **Lead Speakers:** [REDACTED] (b)(6)

- **Outline (for each increment)**

- Features and capabilities
- Operational outcomes and benefits to the Government
- How technology will enable the new capability, operational requirements, and most importantly, achieves operational outcomes
- How the End Vision and each increment integrates with, consolidates, replaces, and/or retires legacy systems
- Expected benefits for key Government agencies

- **How the End Vision**

- Benefits stakeholders
- Affects and benefits other Government agencies
- Meets prescribed legislative requirements

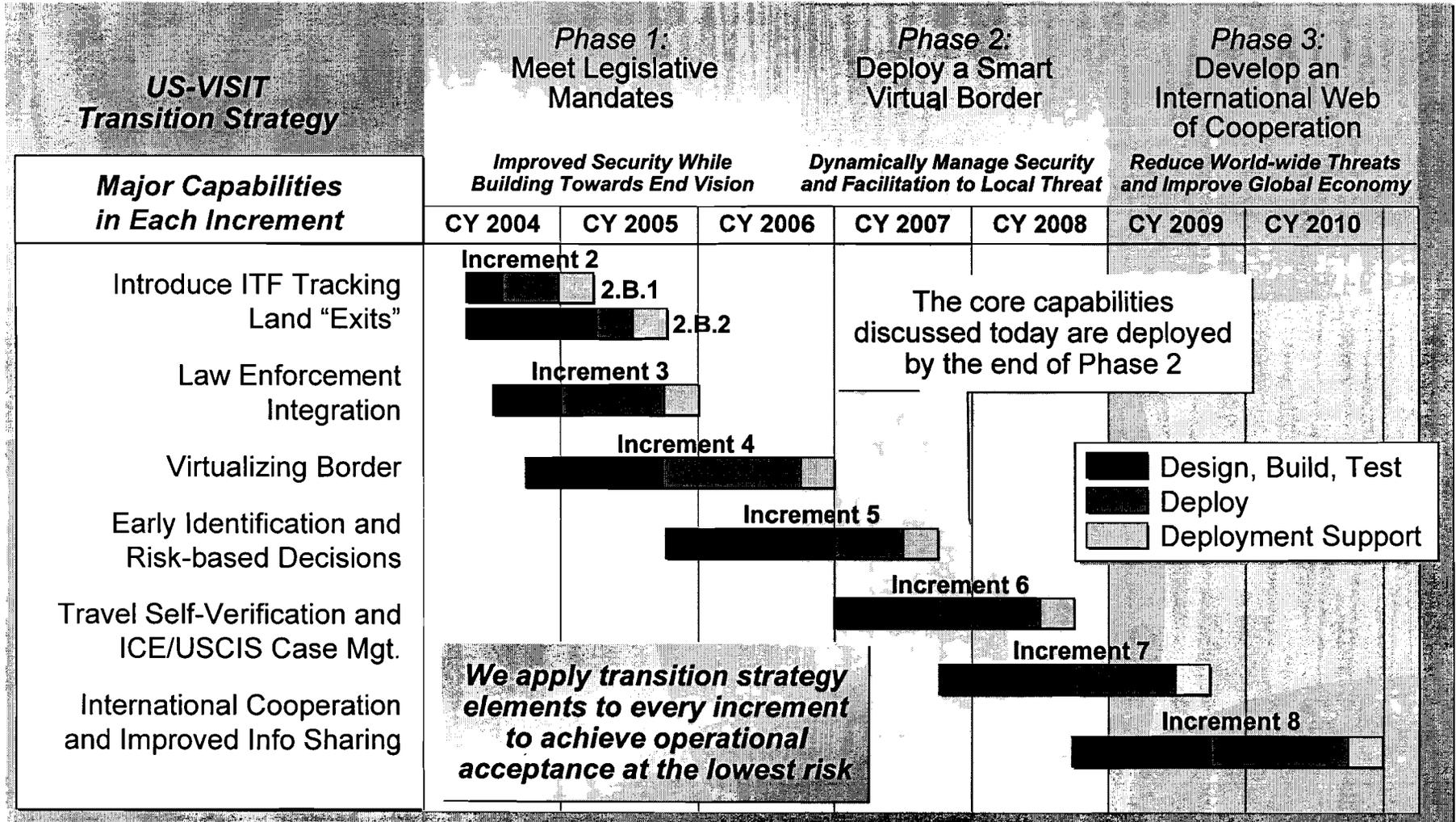


- **Represents our current solution, with flexibility to incorporate**
 - US-VISIT PMO guidance
 - Users, stakeholders, other Government agencies and programs
 - Future technology advances
- **Addresses mission objectives while considering resource constraints**
 - Maximizing business outcomes (security, services, facilitation, privacy)
 - Meeting prescribed legislation
 - Considering costs, time, infrastructure, evolving technology, facilities, performance, stakeholders, users, and risks
- **Incorporates increment validation**
 - Achievement of each increment's business results
 - Identify new challenges in achieving business transformation
- **Schedules large incremental releases early**
 - Minimizing stakeholder and user impacts while maximizing the use of evolving technology



Increment Overview

Our Increment Strategy focuses on a phased approach which delivers short and long-term benefits to DHS over the course of seven years



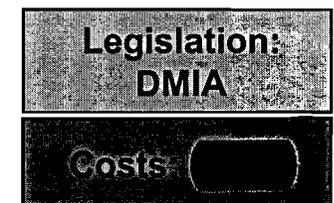


■ Primary features

- Primary inspections (at 51 largest land POE's) can begin to utilize the ITF **A**
- Secondary Inspections (at 51 largest land POE's) collect biometrics (2 finger print scan), digital photos and utilize the ITF **B**
- RFID reader at exit points **C**
- Introduces a “virtual” MOC, integrating with the ITF and provides summary reporting capabilities for Port Directors and Headquarters **D**
- Enables risk analysis capabilities **E**

■ Operational outcomes/benefits

- Begin providing limited travel history at Land Primary and Secondary
- Real-time tracking of Land Entry and Exits (Secondary)
- Allow more accurate identification of land overstays (Secondary)
- Allow US-VISIT enrollment for existing Visa holders at POE
- Laying a foundation for an integrated system of systems



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(Largest 51, Secondary)

Pre-Entry

Entry

Status Management

Exit

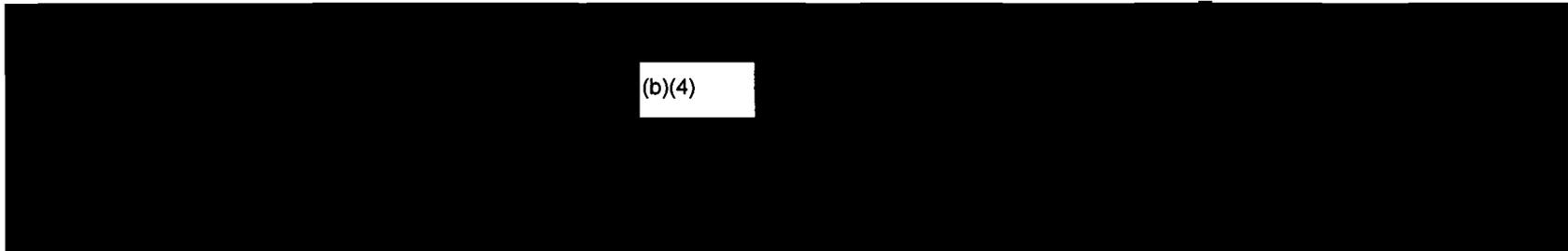
51 Largest Land Borders

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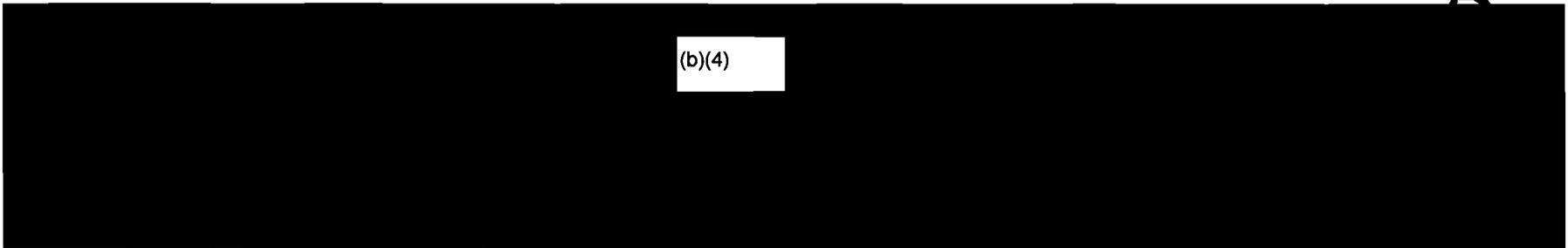
Analysis



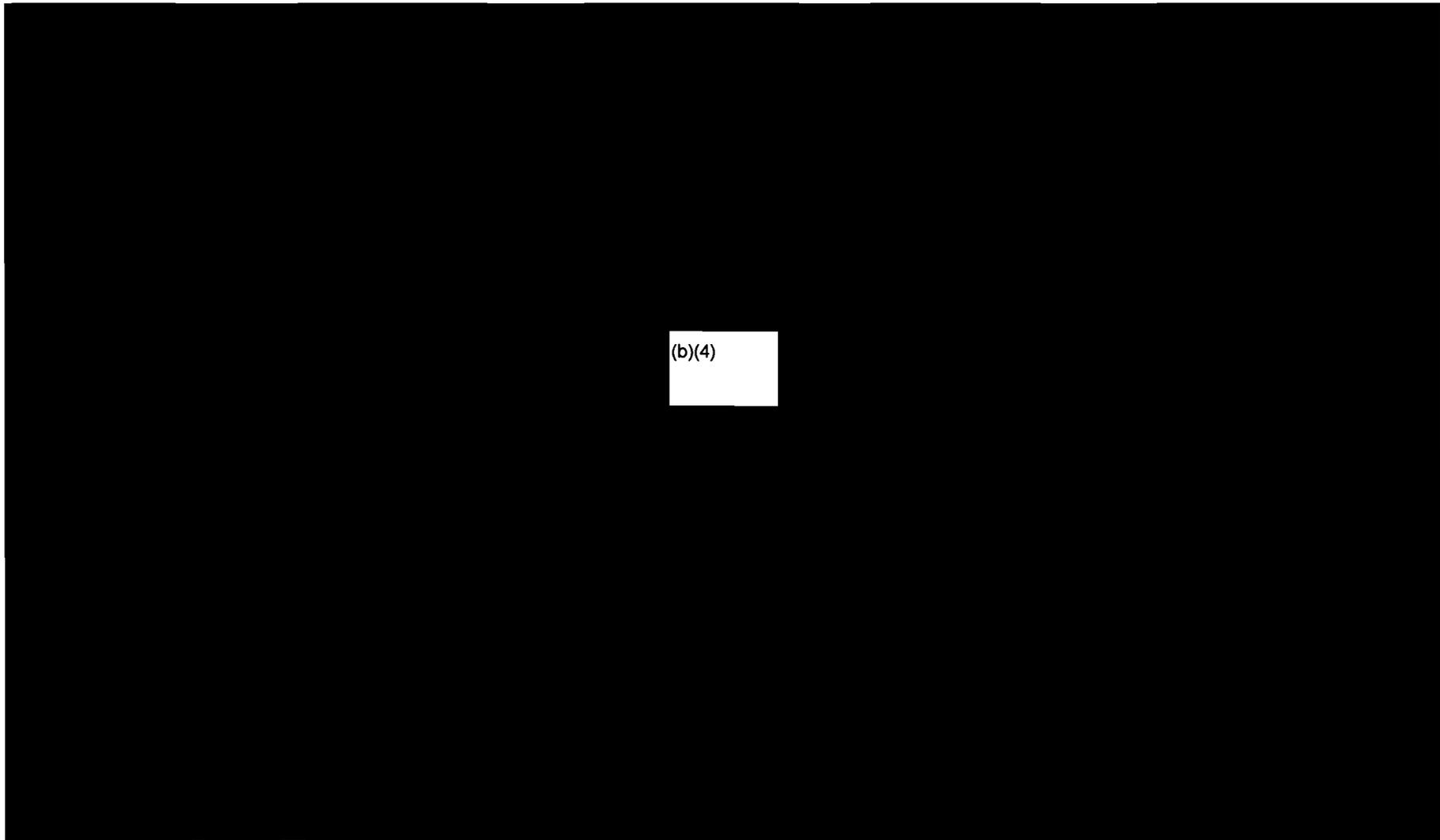
■ **Increment 2B begins the business transformation process**



■ **Increment 2B establishes the technical framework for the End Vision**



We plan to deliver Increment 2B (Entry) by Nov 19, 2004



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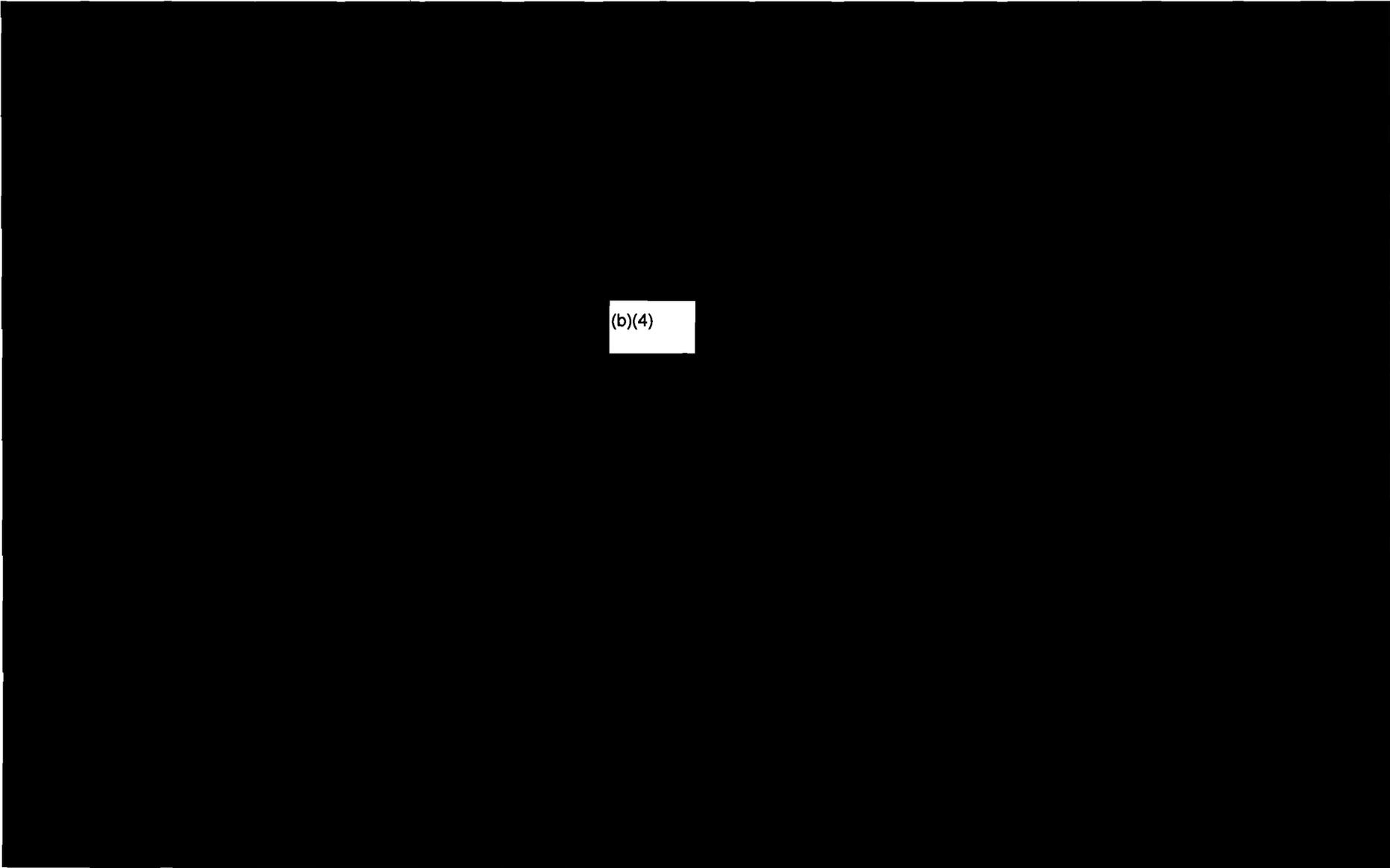


Legacy Analysis Approach

- **Legacy decision process focuses on best-value decisions for DHS**
 - Mission support
 - Overall HLS EA strategy
 - Age, technology, realized ROI
 - Ability and cost to meet new business or performance requirements
- **End Vision release strategy considered 27 legacy systems**
 - 21 identified in RFP
 - 6 others within scope: DATASHARE, ENFORCE, Inc 1 clients, TECS, Alien Address Management Systems, NCIC
- **Confidence; Alliance knowledge of legacy and HLS EA**
 - Involved in 19 legacy systems
 - Critical role on 7 legacy systems
 - Developed DHS Transition Strategy for HLS EA

We'll work with DHS to refine our strategy to integrate, enhance, or replace legacy systems to achieve the goals of US-VISIT and the overall HLS EA

Legacy Analysis Approach



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US-VISIT Increment 2B (2004) – Technical Capability and Legacy Systems

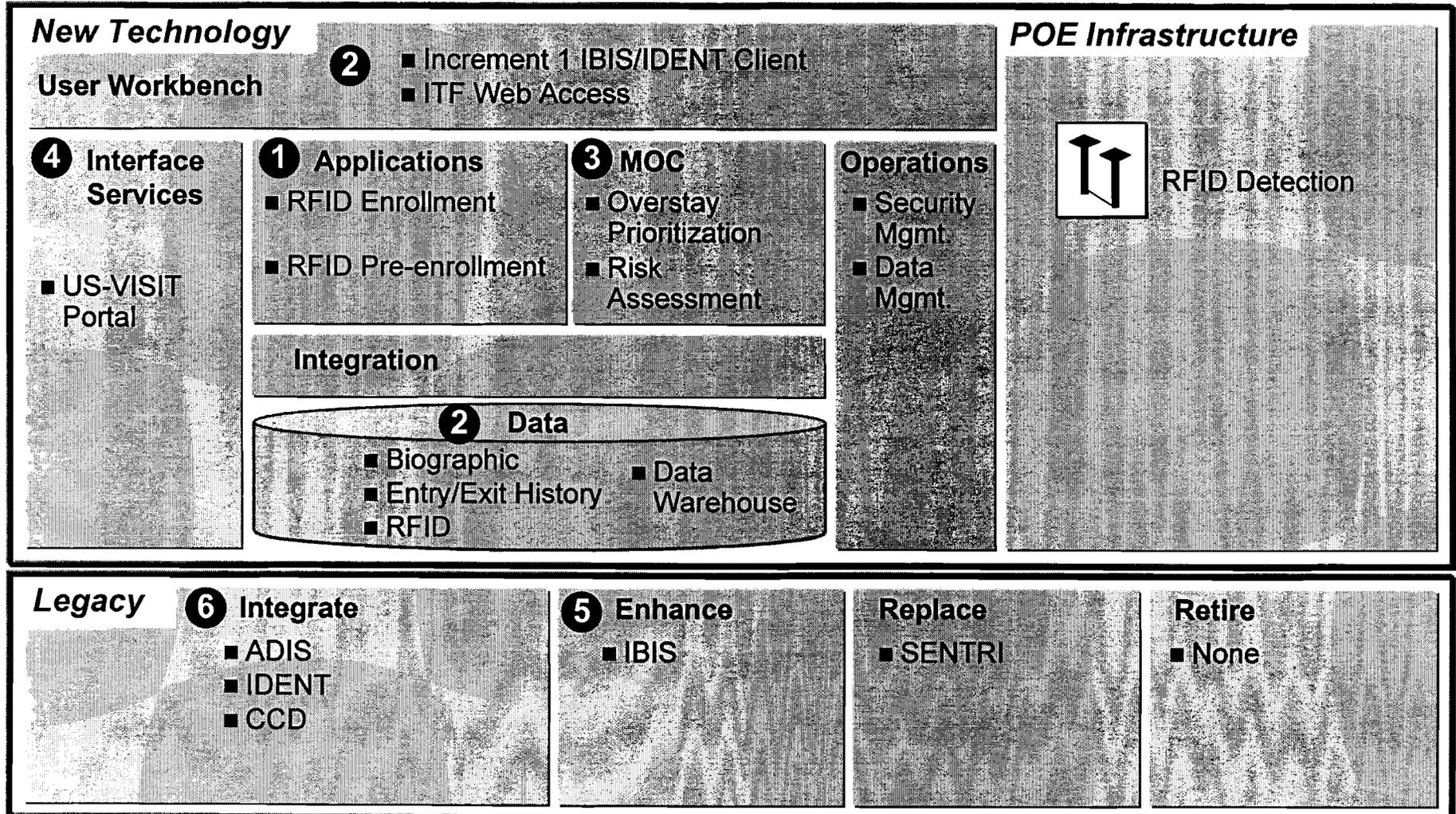


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Our 2B technical solution sets the foundation for End Vision



(Largest 51, Secondary)





■ Primary features

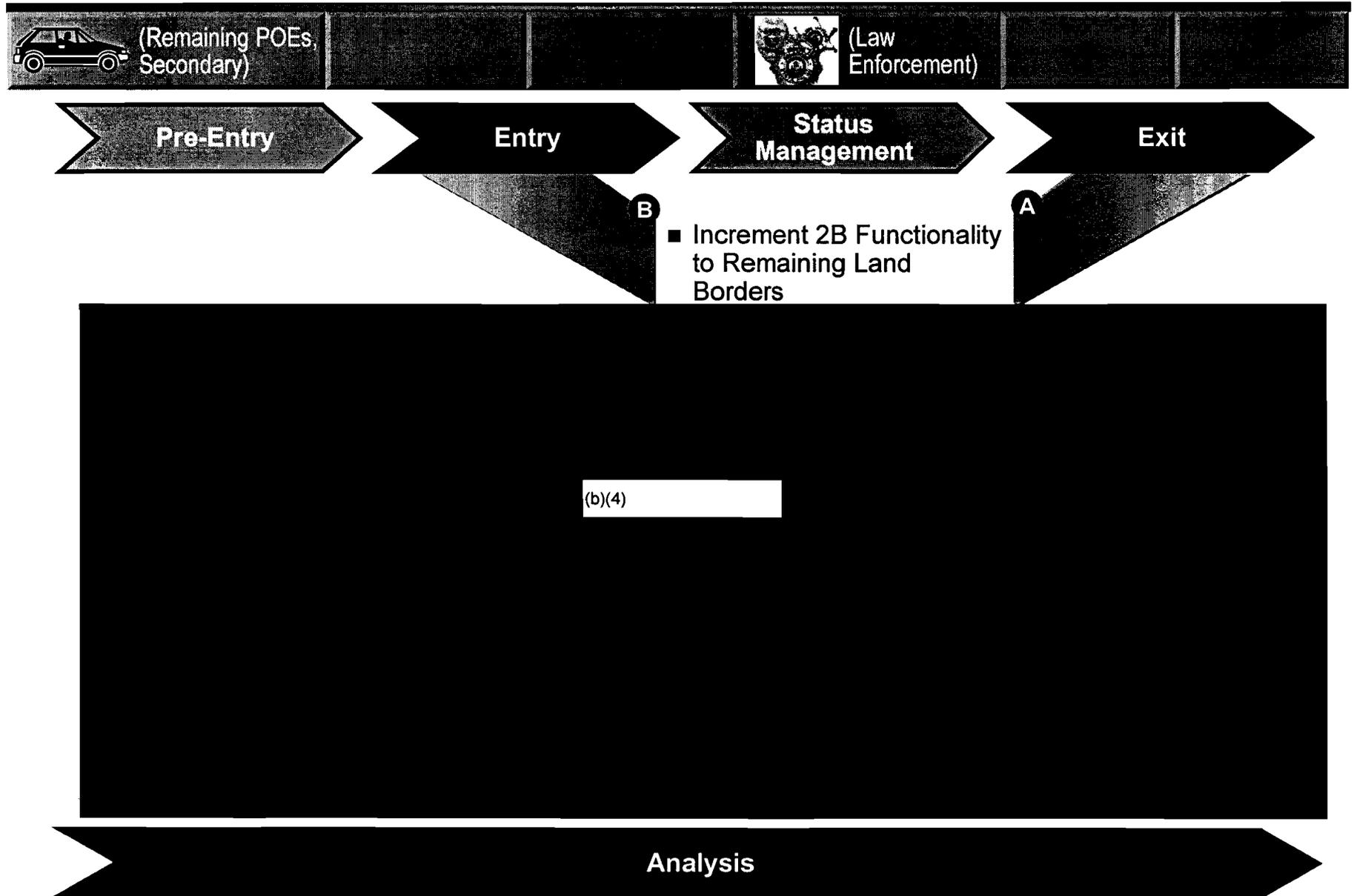
- Implementation of 2B functionality at remaining land ports **A**
- Electronic I-94s **B**
- Able to share information with federal, state and local law enforcement **C**
- Virtual MOC (operational modeling) **D**

■ Operational outcomes/benefits

- Improve the ability to locate and remove status violators/risky travelers (MOC / Law Enforcement Hub)
- Improve POE operational efficiency through use of virtual MOC
- Enables an inter-agency case management (workflow) system
- Improve accuracy, quality and availability of traveler data (Electronic I-94s)
- Reduce contractor data entry cost (Electronic I-94s)
- Integration of air, sea, and land improves immigration system integrity (per legislation)



Increment 3 (2005) – Sharing Law Enforcement Data



Increment 3 (2005) – Technical Capability and Legacy Systems



(b)(4)

Increment 3 introduces Enforcement Integration Hub, promoting data access and interoperability throughout the DHS enterprise

Increment 3 (2005) – Integration Hub to Integrate External Systems and Stakeholders



 (Remaining POEs, Secondary)

 (Law Enforcement)

(b)(4)



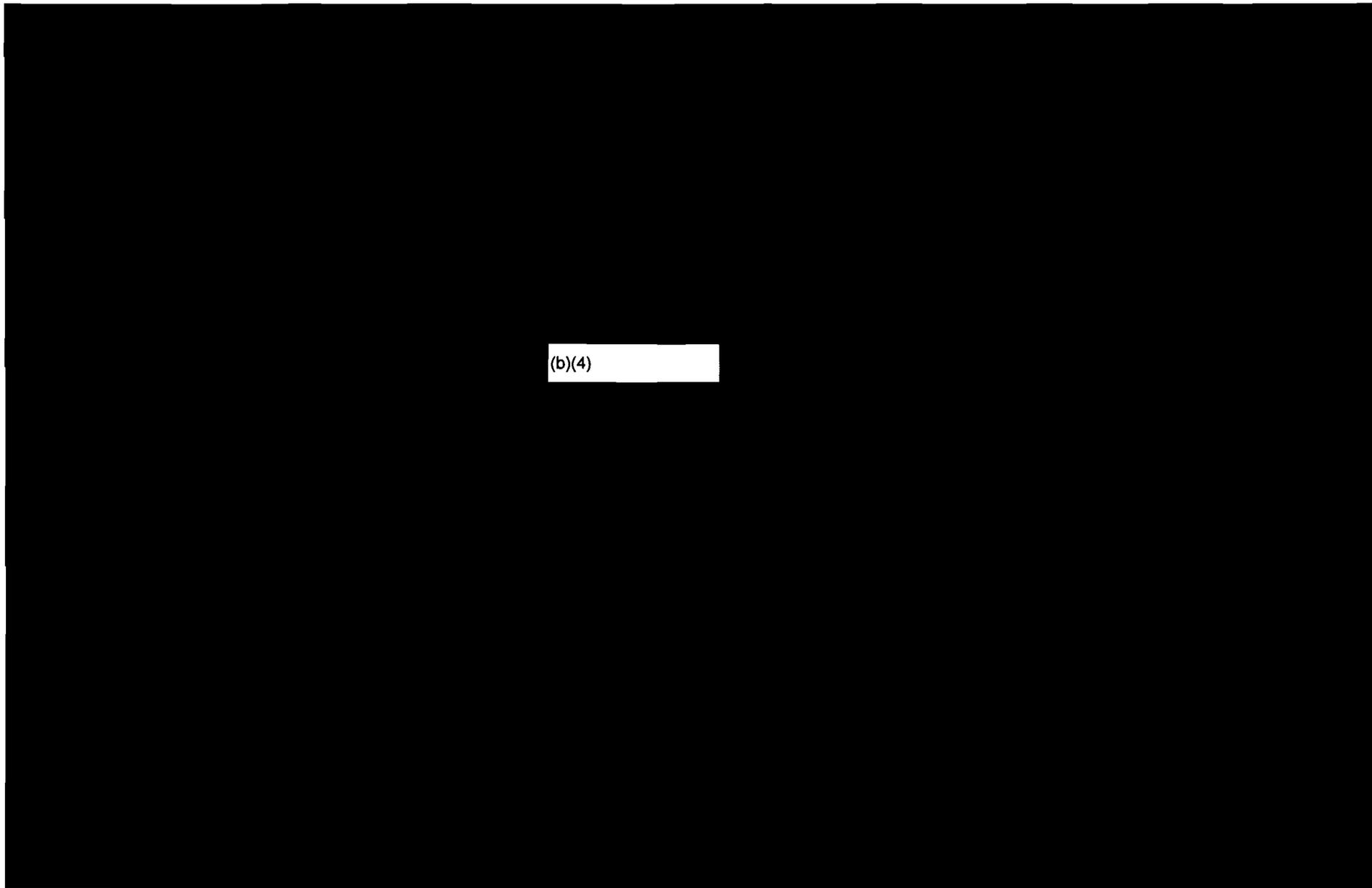
(b)(6)

- **Provides an ICE perspective on the benefits of the ITF and risk assessment**
 - Access to ITF provides one source of information on individuals of interest
 - Speeds information gathering in the investigative process
 - Provides increased capability to identify and locate administrative violators
 - Provides better information to help identify and tie potential criminal associates together

**Helps locate, prosecute, and remove high-risk travelers –
enhance national security and improve integrity of the immigration system**



Increment 4 (2006) – Operational Requirements, Outcomes, and Value



(b)(4)

US-VISIT

Increment 4 (2006) – Virtualizing Border Pre-Entry to Post-Departure



(Primary)



USCIS

Pre-Entry

Entry

**Status
Management**

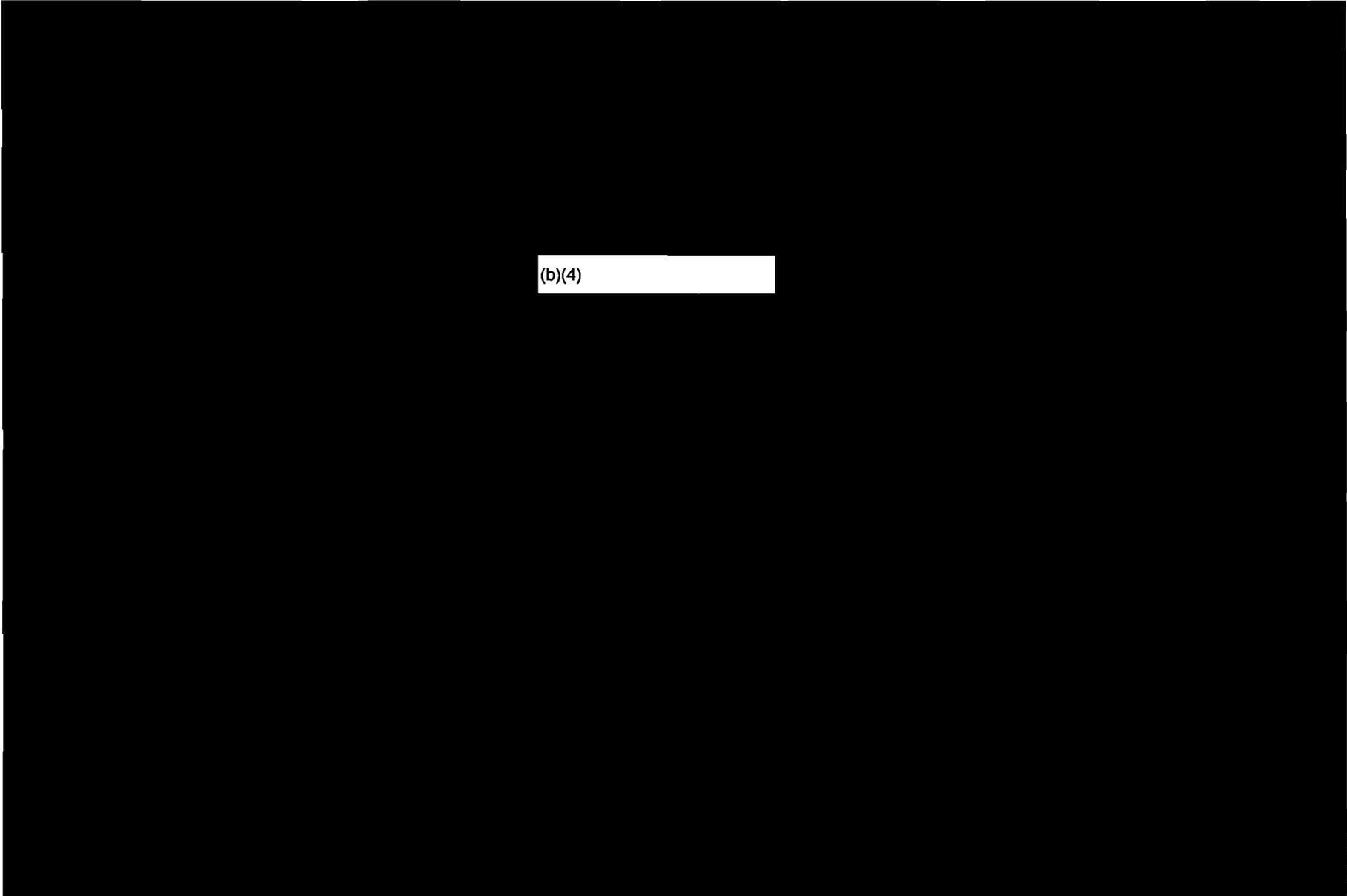
Exit

(b)(4)

Analysis

USVO 095

Increment 4 (2006) – Technical Capability and Legacy Systems



(b)(4)

US-VISIT

Increment 4 (2006) – Allows 5x Increase in Processed Travelers with no Facility Build-out



(Primary)



USCIS

(b)(4)



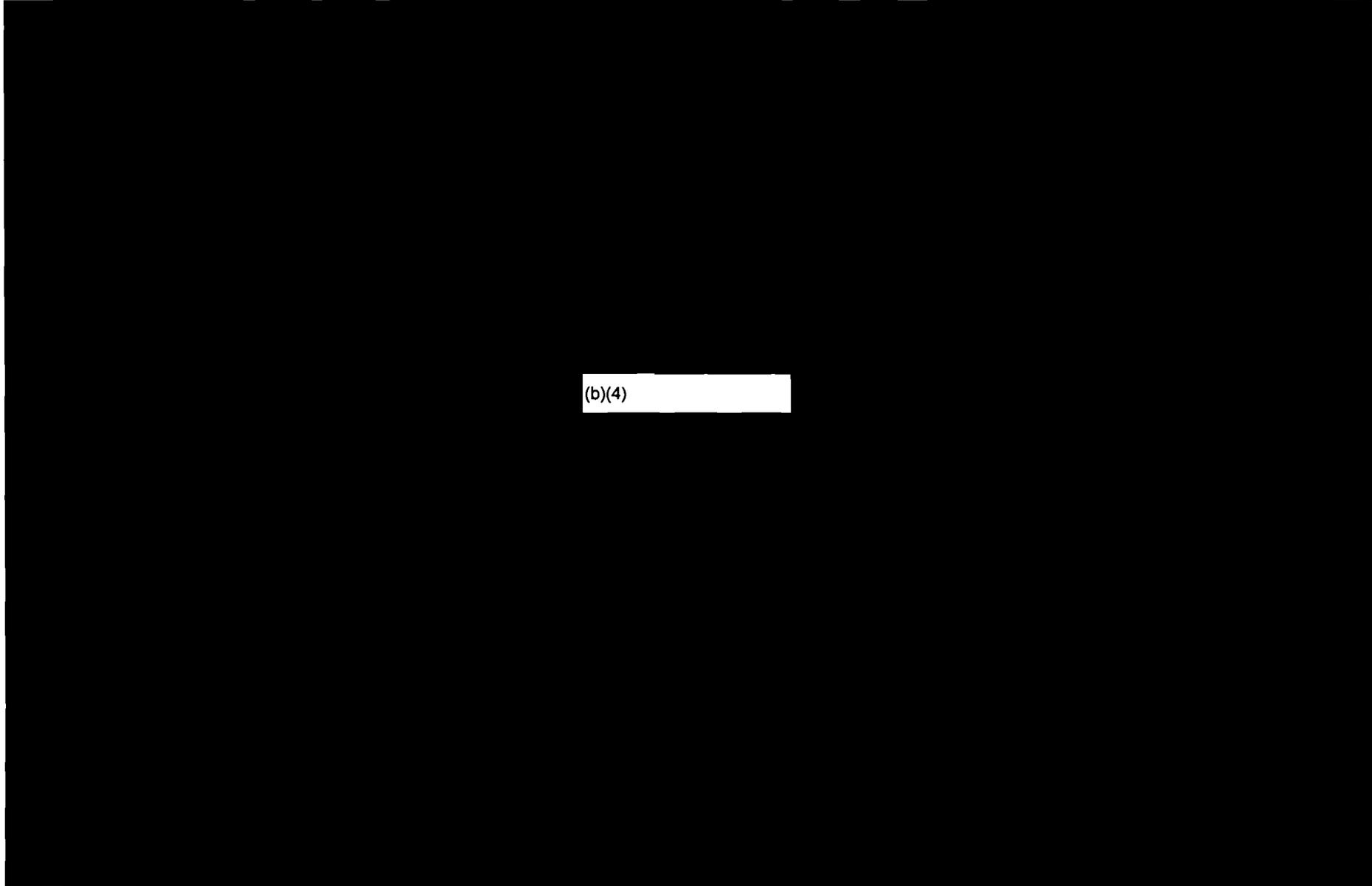
(b)(6)

- **Provides a Department of State perspective on how US-VISIT improves the visa issuance process**
 - A common source of travel history improves visa issuance decisions
 - Improved inter-departmental information sharing enhances visa process
 - Lookout data available at U.S. posts
 - Virtual Border begins

Enhance the integrity of the immigration system



Increment 5 (2007) – Operational Requirements, Outcomes, and Value



(b)(4)

US-VISIT

Increment 5 (2007) – Enable Pre- Authorization and Real-time POE Management

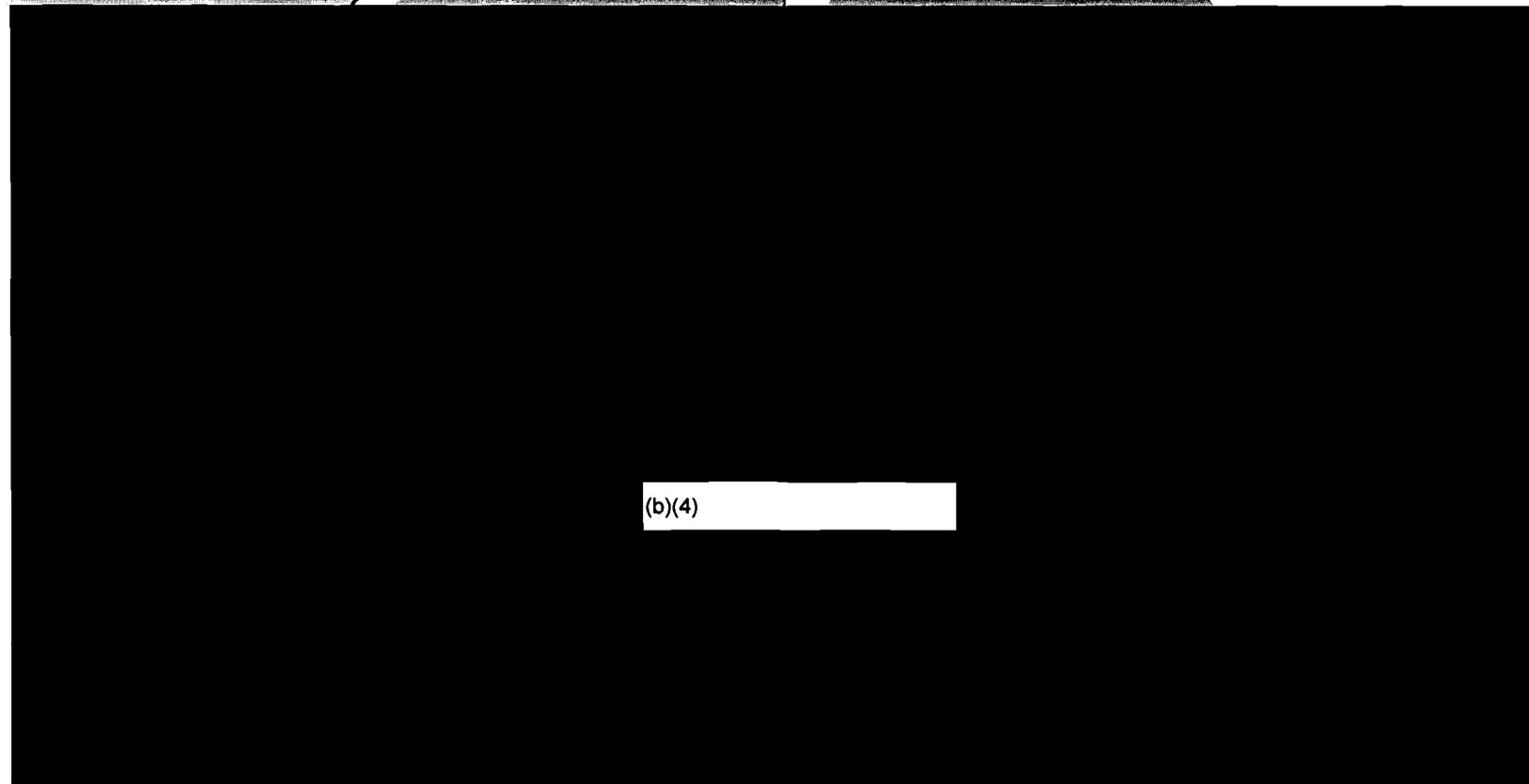


Pre-Entry

Entry

Status
Management

Exit



(b)(4)

Analysis

USVO 094

US-VISIT Increment 5 (2007) – Technical Capability and Legacy Systems

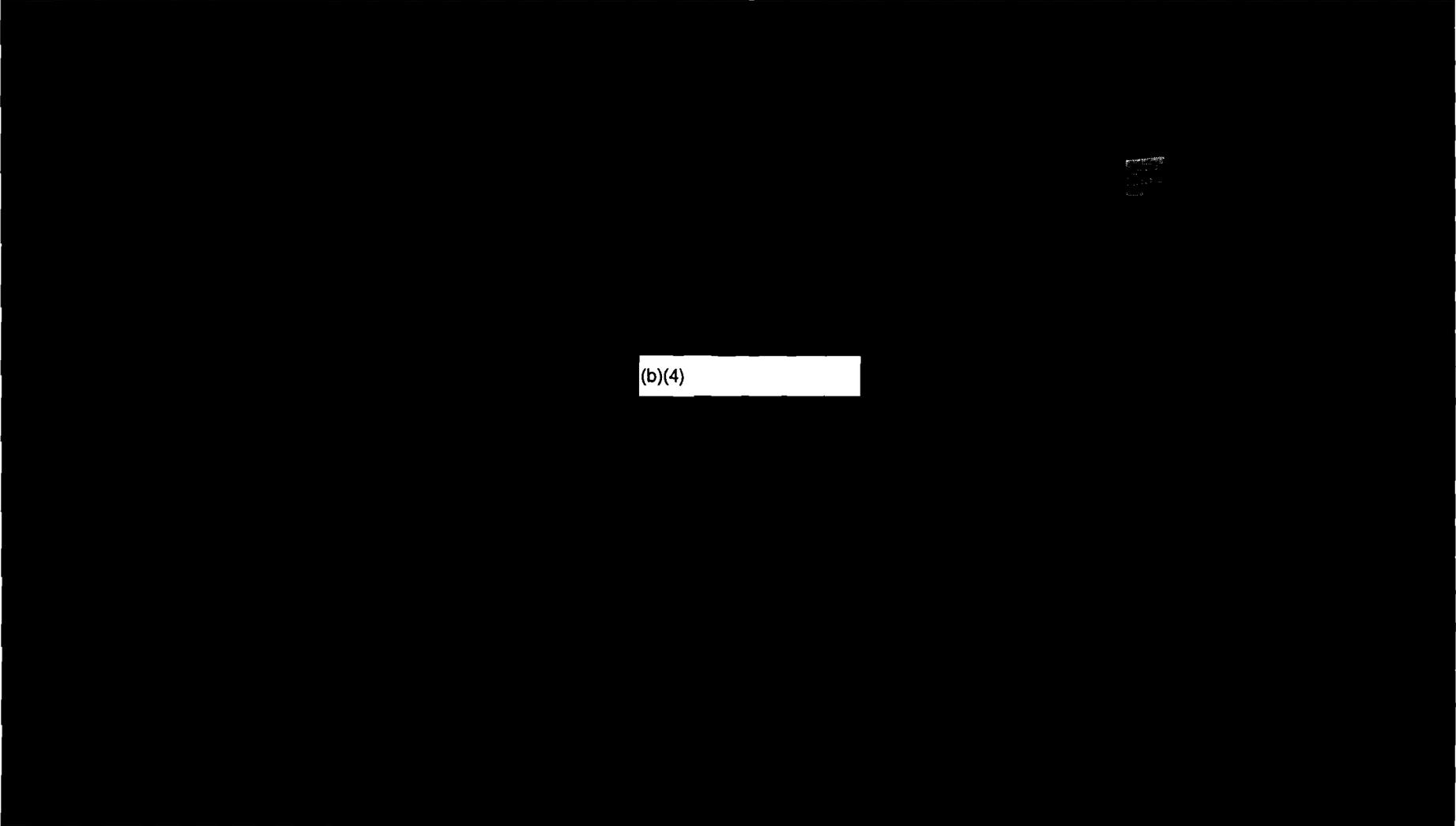


(b)(4)

Increment 5 automates routine processes, allowing USCIS to focus on risky travelers and enhanced service

US-VISIT

Increment 5 (2007) – Automates Routine Processing, Allowing Focus on Service and Risk



(b)(4)



(b)(6)

■ Provides a CBP perspective on the MOC

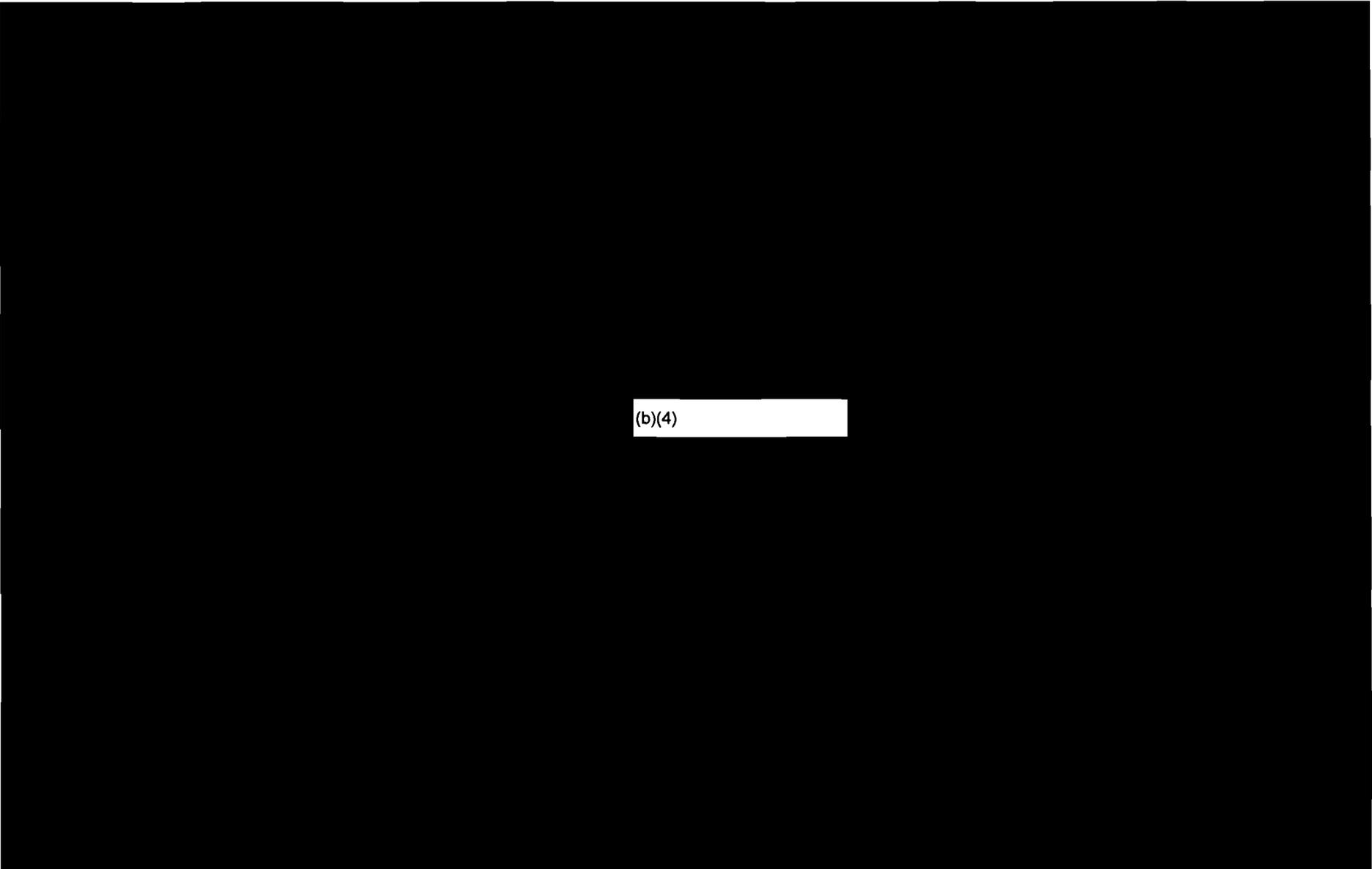
- Inspector confidence in ITF data
- Reduce administrative tasks to focus on validating traveler credibility
- Port Directors (locally) and DFO's (centrally) receive operational reports to evaluate resource utilization and measure results
- Real-time MOC analysis allows consistent treatment among ports against performance measures and tactical enforcement responses

**Enables both improved security and facilitation
without sacrificing the effectiveness of either**



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Increment 6 (2008) – Operational Requirements, Outcomes, and Value



(b)(4)

US-VISIT Increment 6 (2008) – Enable Self-Verification Integrate Case Management



Pre-Entry

Entry

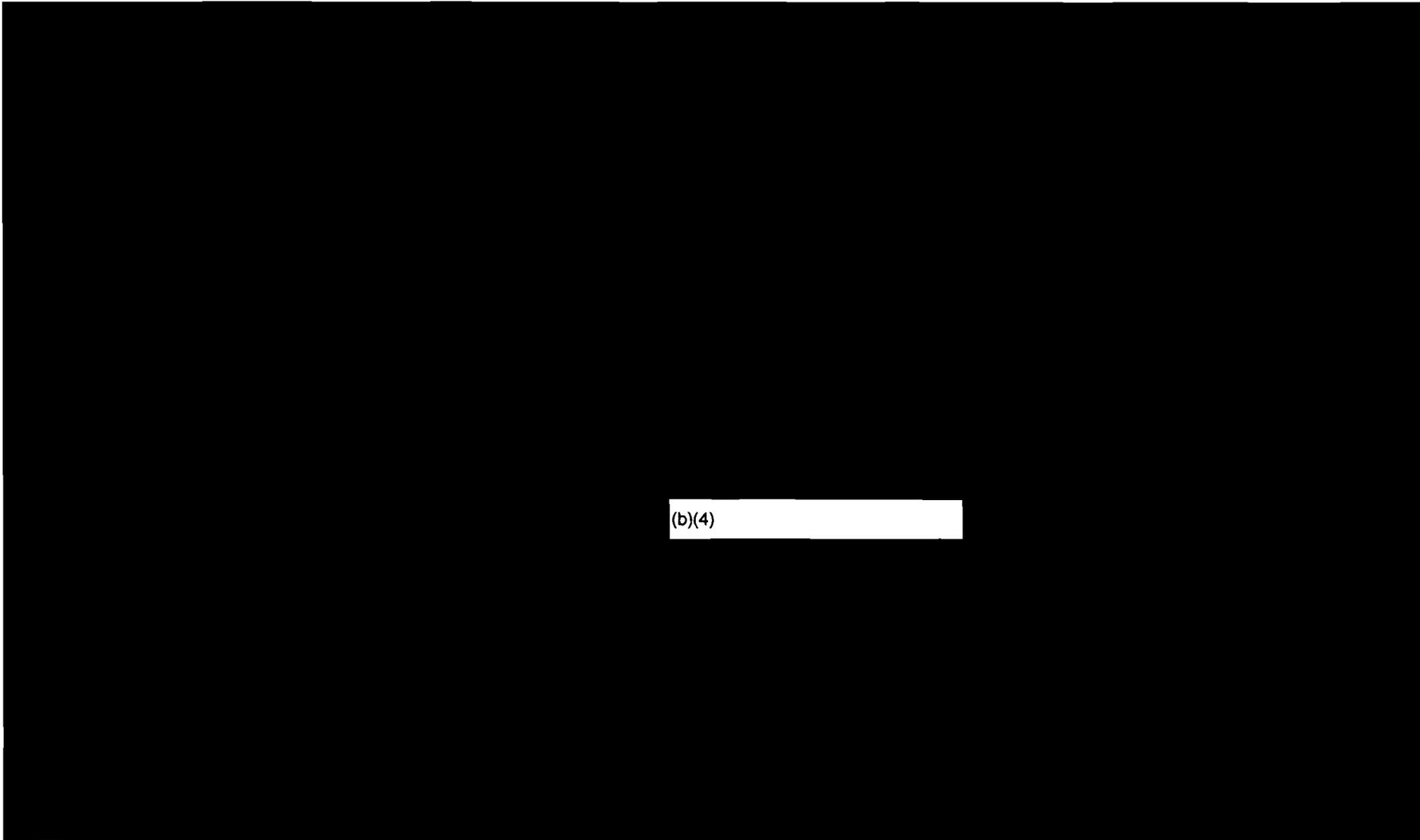
Status
Management

Exit

(b)(4)

Analysis

USVO 093



(b)(4)

Personal authentication devices enhance security and facilitation

US-VISIT

Increment 6 (2008) – Personal Authentication Devices Enhance Security and Facilitation



(b)(4)



(b)(6)

■ **Provides a USCIS perspective on the benefits of the ITF and Status Management**

- ITF improves adjudicator confidence in reviewing and adjudicating traveler information, applicant identity, and applicant data / travel history
- Automated processes reduce time and cost of adjudication
- Access to ITF improves adjudication quality and consistency

Renewed public confidence in the U.S. Immigration System

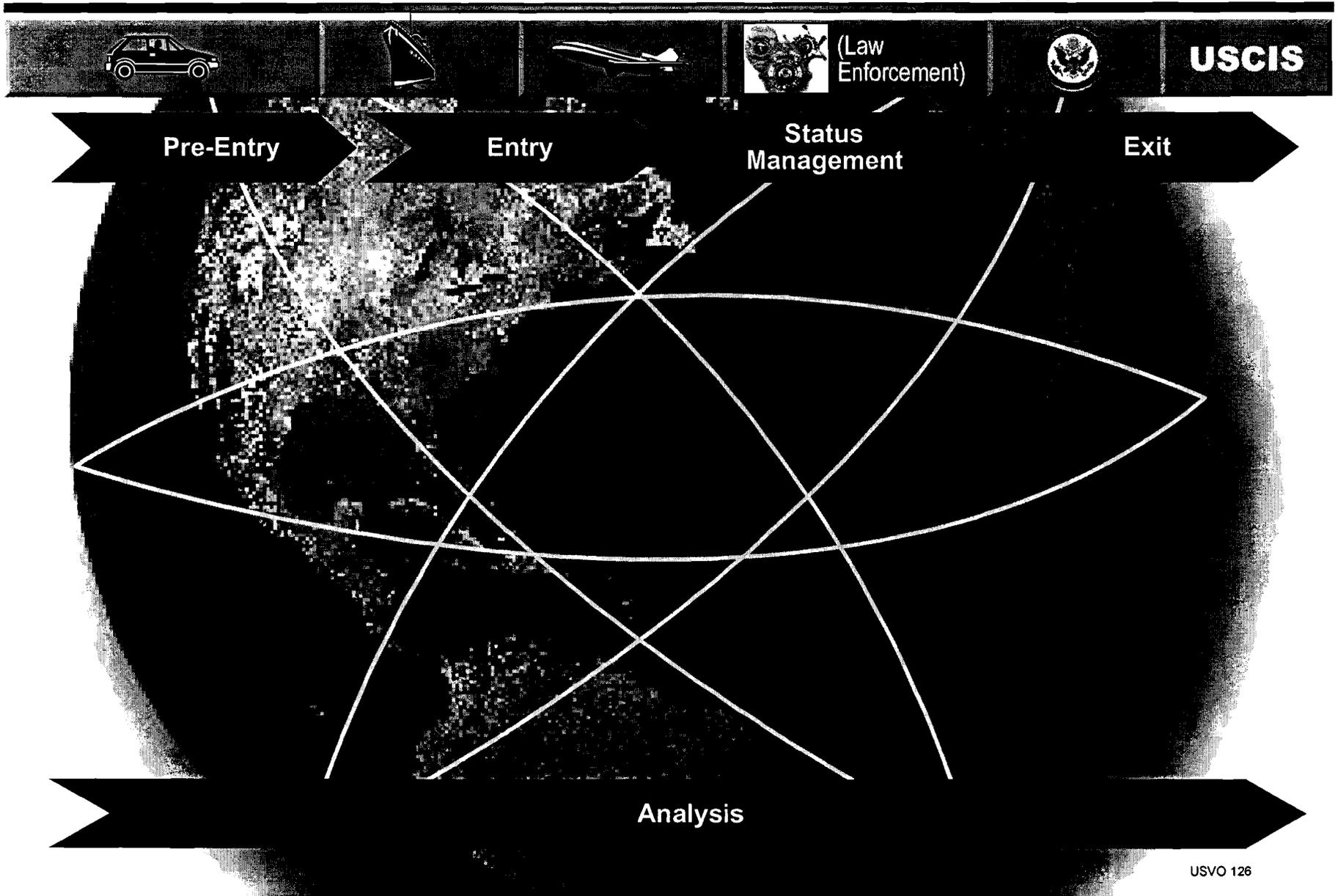


US-VISIT Increments 7/8 (2009 / 2010) – Operational Requirements, Outcomes, and Value



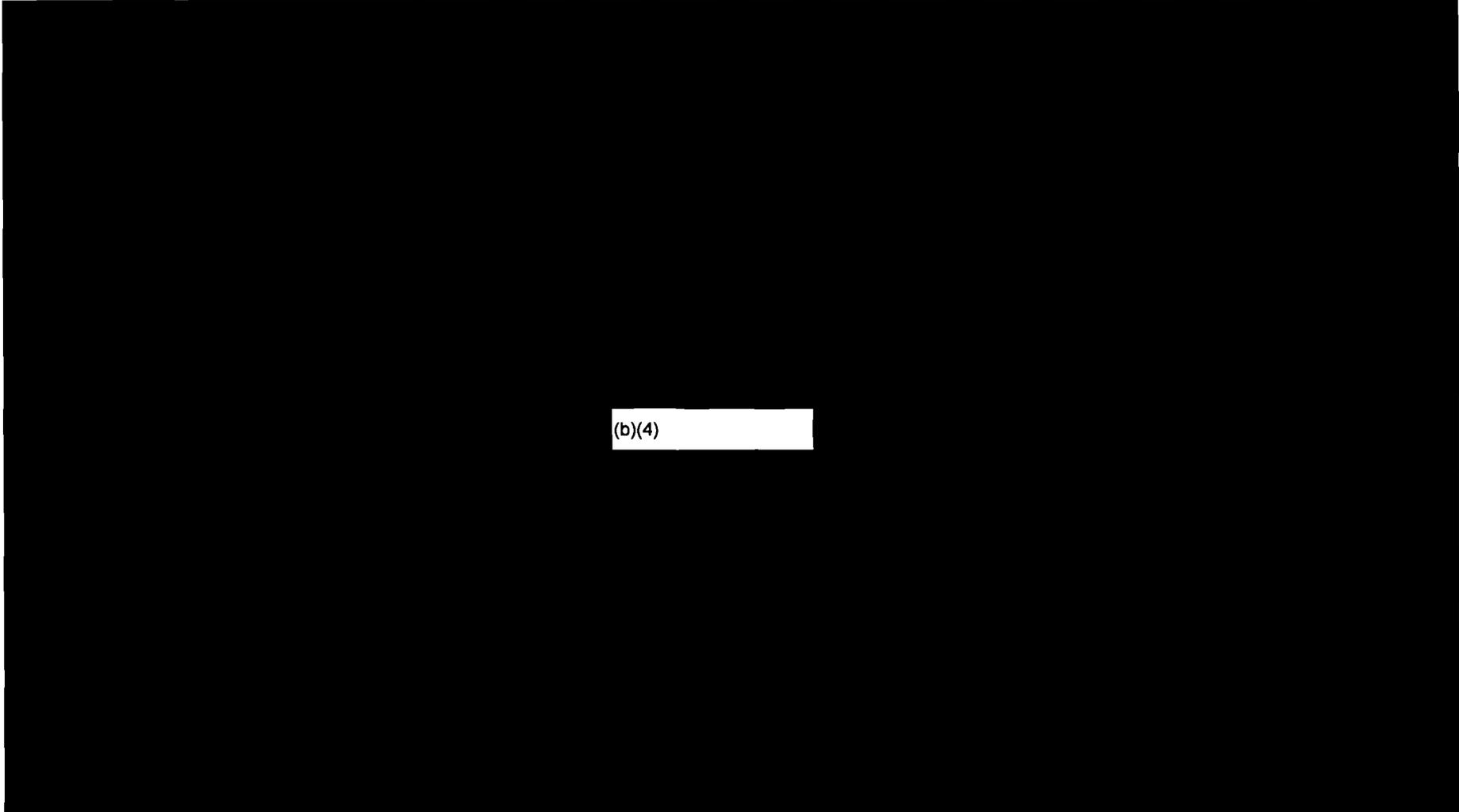
(b)(4)

Increments 7/8 (2009 / 2010) – Traveler Information is Shared Internationally



USVO 126

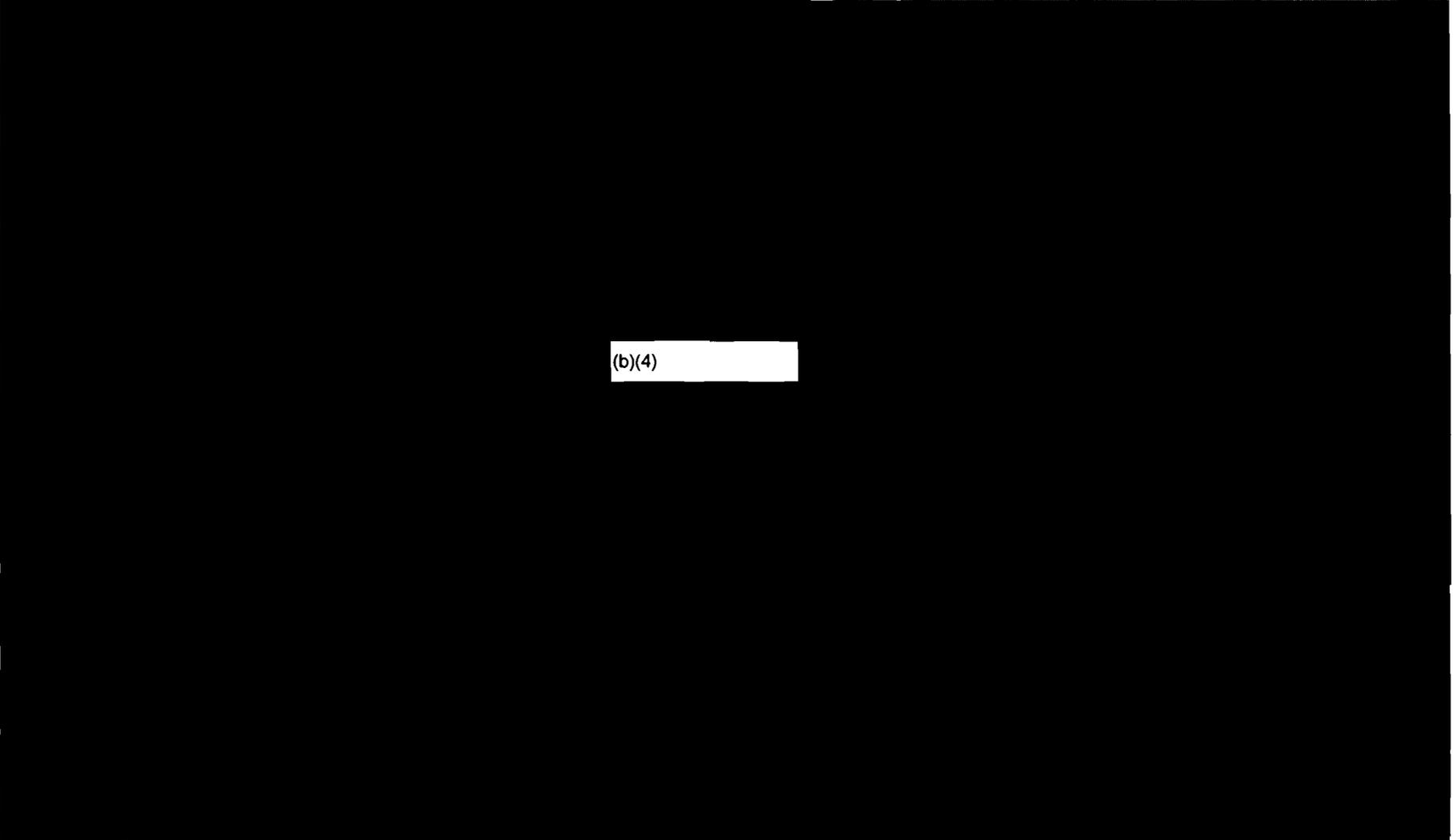
Increments 7/8 (2009 / 2010) – Technical Capability and Legacy Systems



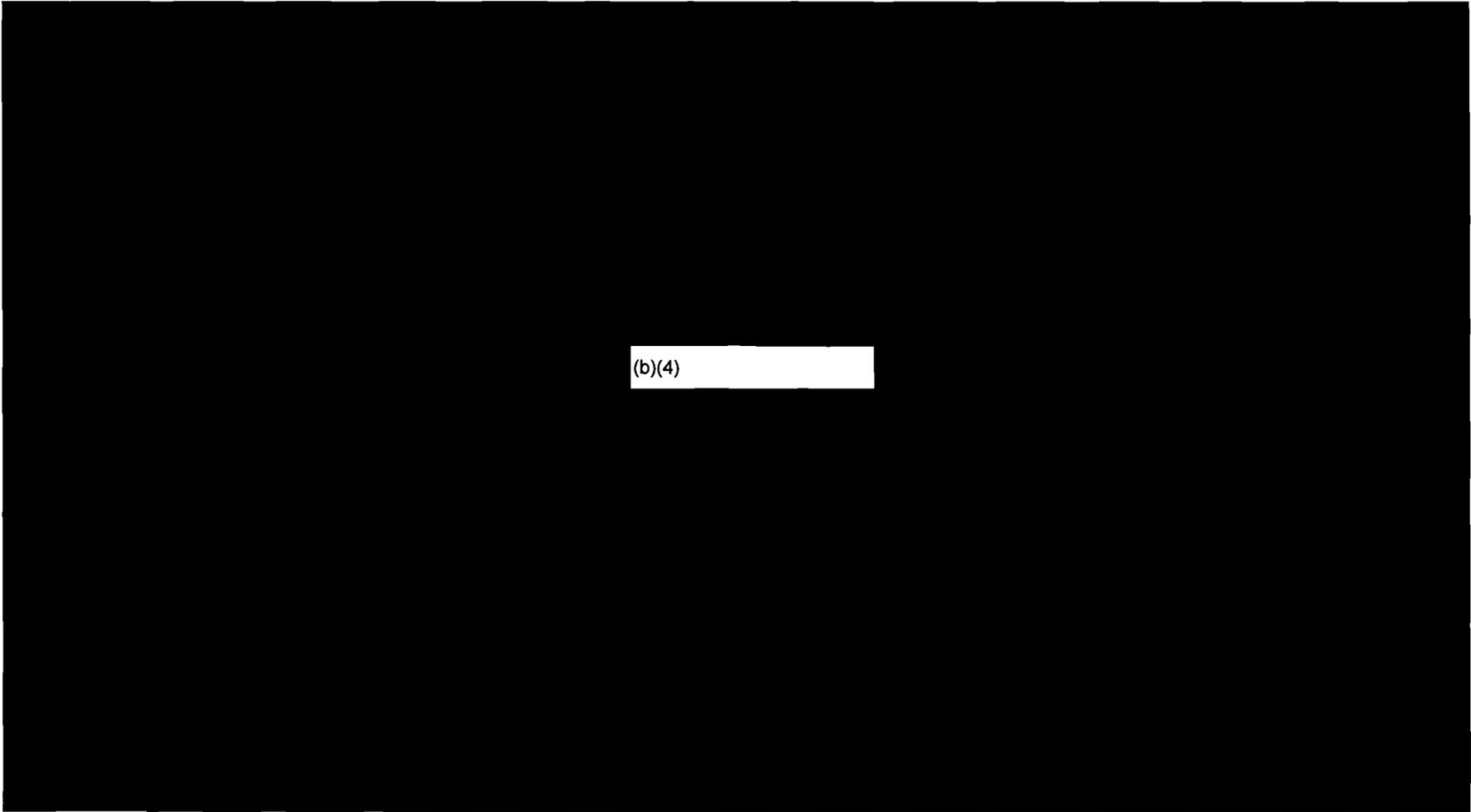
(b)(4)

**The technical framework in place by Increment 7
allows easy insertion of new features and technologies**

Increments 7/8 (2009 / 2010) – Technical Framework Facilitates System Evolution



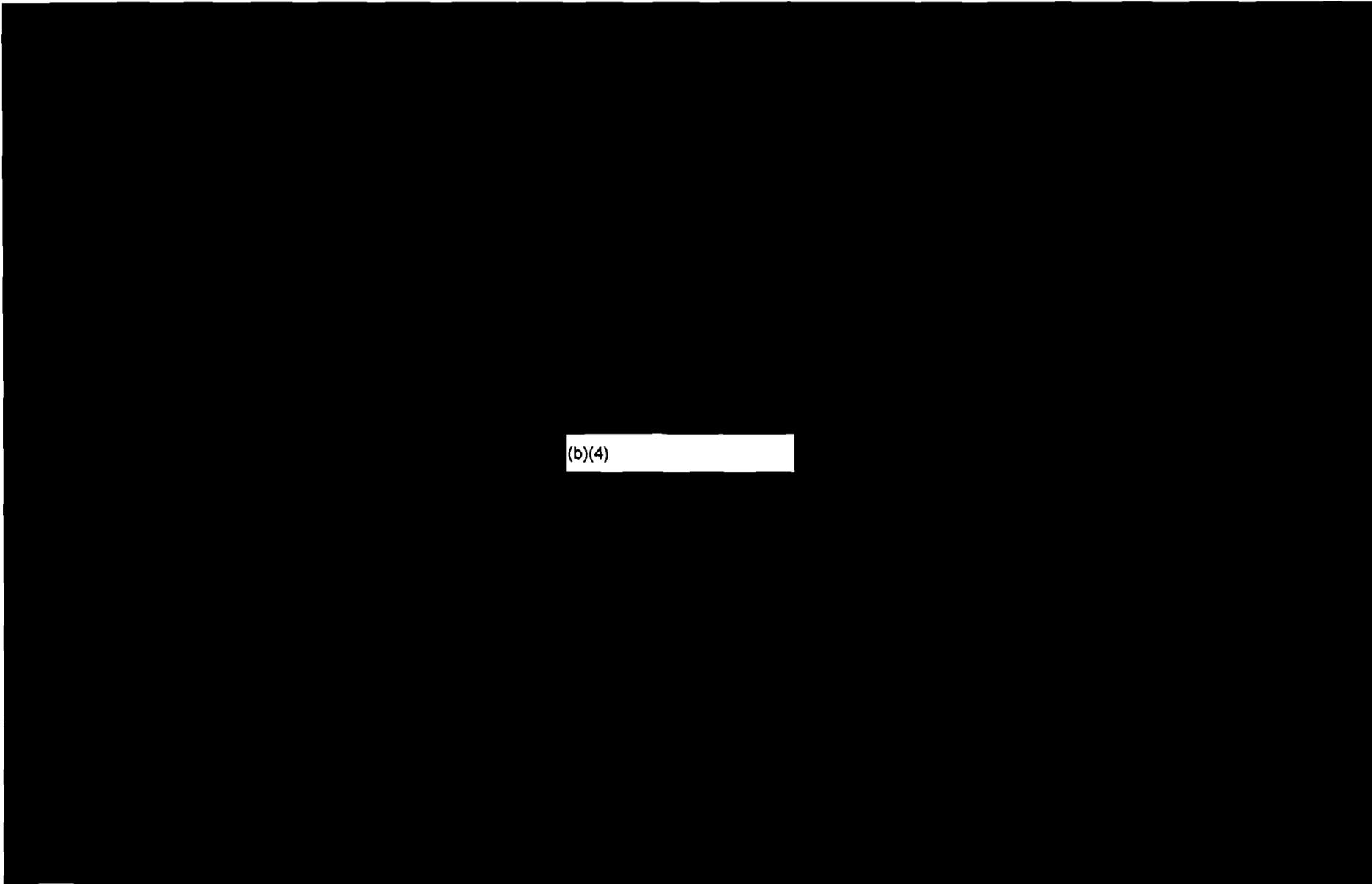
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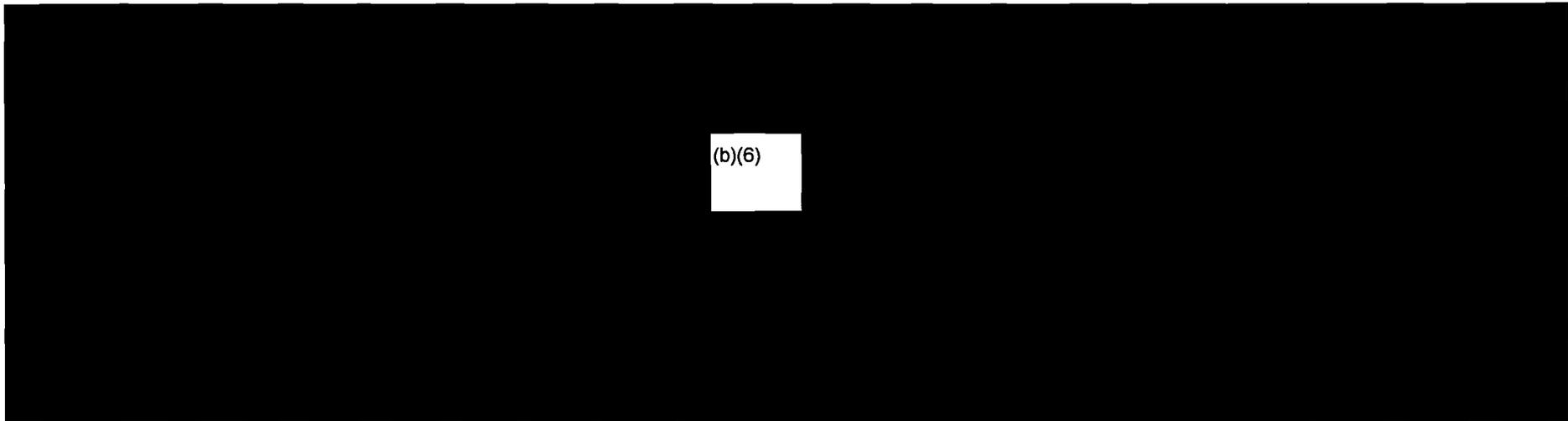
(b)(4)

US-VISIT evolves an integrated system-of-systems, achieving the goals of legacy integration through reuse, modernization, and retirement

Legacy Summary



(b)(4)



(b)(6)

- **The End Vision addresses varied stakeholder group’s needs and finds commonality for an acceptable solution**
- **The End Vision recognizes the unique challenges and goals of multiple associations that represent industries**
- **The End Vision involves stakeholders early and often to obtain buy-in and participation to implement the solution**





Stakeholder Groups	Stakeholder Issues
Commercial Carriers	<ul style="list-style-type: none"> ■ Changes to proprietary information systems ■ Speed of process, avoid penalties
Owners and Operators of Passenger Facilities	<ul style="list-style-type: none"> ■ Avoid congestion ■ Facility requirements ■ Infrastructure maintenance
Border Communities	<ul style="list-style-type: none"> ■ Easy access to local businesses ■ Congestion, clean air and community safety
Business Sector and Employer Organization	<ul style="list-style-type: none"> ■ Easy access to foreign workforce ■ Easy and predictable visa process for temporary workers
Human Rights (NGO) and Organized Labor	<ul style="list-style-type: none"> ■ Human rights and privacy ■ Racial/ethnic profiling
State and Local Government	<ul style="list-style-type: none"> ■ Better identification process ■ Access to information
USG Employee Organizations	<ul style="list-style-type: none"> ■ Working conditions ■ Training impacts ■ Collective bargaining
Travelers	<ul style="list-style-type: none"> ■ Easy access to USG ■ Reduced wait / processing time



End Vision Solution	Benefits
Business Process Transformation	<ul style="list-style-type: none"> ■ Reduce inspection and adjudication processing time for legitimate travelers to address people, employer, carrier, and facility operators concerns about delays at the border
Privacy and Compliance	<ul style="list-style-type: none"> ■ Segregation of personal data, human rights and privacy association acceptance
Configurable / Flexible US-VISIT Architecture	<ul style="list-style-type: none"> ■ Enables DHS to quickly adapt to a changing immigration environment to support stakeholder needs
Infrastructure Lite	<ul style="list-style-type: none"> ■ Low cost impact to infrastructure and facilities
Integrated Travel Folder (ITF), and System of Systems	<ul style="list-style-type: none"> ■ Improved access to data across the border management community ■ Reduces time and cost while improving accuracy and consistency of admissibility decisions

End Vision Effects on and Benefits to Other Government Agencies



- **Varying EFFECTS on individual Government stakeholders, but collective BENEFITS for all**
- **Not just a Department issue, but a Government concern**
- **One Process for the Government to match One Face at the Border**



End Vision Effects on Other Government Agencies



Concerns	Information and Enforcement Affects on Government Agencies (Sampling)							
Data Collection	●	●	○	●	○	●	●	●
Accuracy	●	●	○	●	○	●	●	●
Integrity	●	●	○	●	○	●	●	●
Privacy	●	●	●	●	●	●	●	●
Analysis	●	●	○	●	○	●	●	●
Communication Sharing	●	●	●	●	●	●	●	●
Business Process	●	●	○	●	●	●	●	●
Metrics	●	●	○	●	○	●	●	●
Stakeholder Outreach	●	●	●	●	○	○	○	○

Fully affected
 Partially affected
 Minimally affected

USVO 140

End Vision Benefits on Other Government Agencies



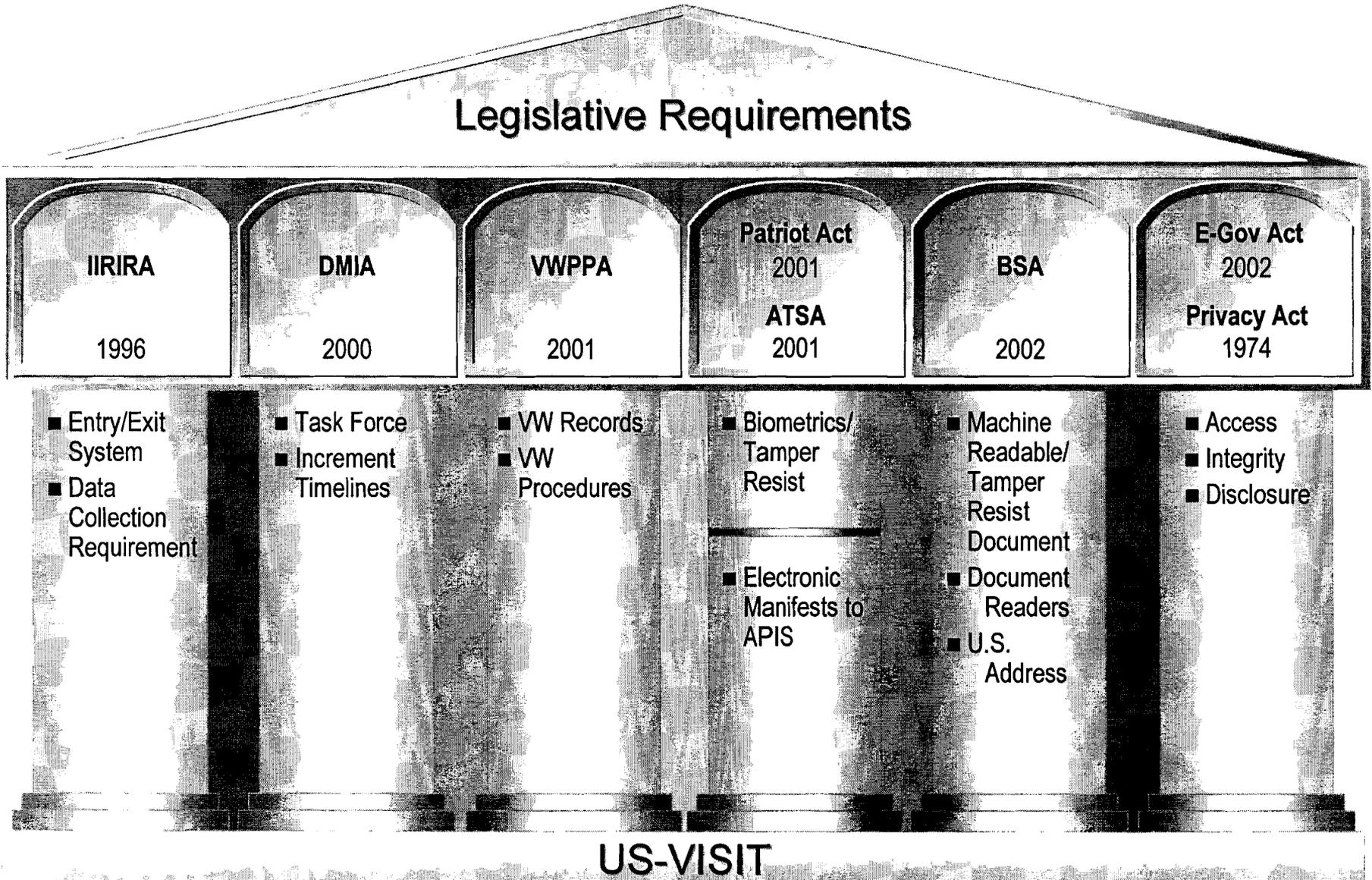
Information and Enforcement		
End Vision Solution	Benefits	Examples of Government Agencies that Benefit
System of Systems	<ul style="list-style-type: none"> Enhanced information availability and flow across departments, within bureaus, at field sites 	
Integrated Travel Folder (ITF)	<ul style="list-style-type: none"> Standardized, data available to POEs Entered once, used by many Tailored to user needs 	
Mission Operation Center (MOC)	<ul style="list-style-type: none"> One source, one view Common risk and trend analysis capability Discreet process simulation, operational modeling 	
Virtual Border	<ul style="list-style-type: none"> Cornerstone for international uniformity Identifying travelers before they are threats 	
Stakeholder Outreach	<ul style="list-style-type: none"> Constant involvement / feedback Increased travel facilitation based on data sharing and analysis 	
Business Process Transformation	<ul style="list-style-type: none"> Provides privacy compliance Improved data integrity and accuracy Increased travel facilitation based on process simulation and operational modeling 	



- **Section 110 of the Illegal Immigration Reform and Immigrant Responsibility Act (IIRIRA)**
 - The ITF provides entry and exit tracking of alien visitors
 - The ITF collects information on alien visitors
- **Data Management Improvement Act (DMIA)**
 - Increment 2B.1 delivered by 11/19/2004, Increment 2B.2 delivered by 6/2005
 - Increment 3 delivered by 12/31/2005
- **Visa Waiver Permanent Program Act (VWPPA)**
 - ITF records VWP entries and exits and tracks by country of origin
- **Patriot Act**
 - Biometric technology deployed to POEs by 12/31/2005
- **Aviation and Transportation Security Act**
 - Advanced Passenger Information System (APIS)
- **Enhanced Border Security and Visa Entry Reform Act (BSA)**
 - US addresses included in ITF



Legislative Requirements



US-VISIT

USVO-059

**■ The Smart Border Alliance incremental release strategy**

- Delivers 2B by 11/19/2004, while building toward the End Vision
- Focuses on achieving tangible operational outcomes
- Maximizes benefits and minimizes impacts to users, other Government agencies, stakeholders, and DHS operations
- Leverages current DHS systems / technology while building for tomorrow
- Transforms stove-piped functions into a seamless cross-Government border management process to achieve your program goals
- Incorporates your guidance and adapts to a changing environment
- Meets legislative mandates

■ And we deliver

- A Virtual Border to push processing away from the U.S. borders
- An ITF to share information across the border management agencies
- A MOC to help distinguish legitimate travelers from threats
- A System of Systems to integrate border management processes





- End Vision
- Five Key Processes
- Increments, Impacts, and Benefits
- **15 Minute Break**
- Enterprise Architecture
- Security and Privacy
- Transition
- Challenges to Success
- Business Outcomes, Measurements, and Risk Sharing





**United States Visitor and
Immigrant Status Indicator Technology
(US-VISIT) Program**





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Presentation Detail

- **Presentation Topic: Enterprise Architecture**

- **Lead Speakers:**

(b)(6)

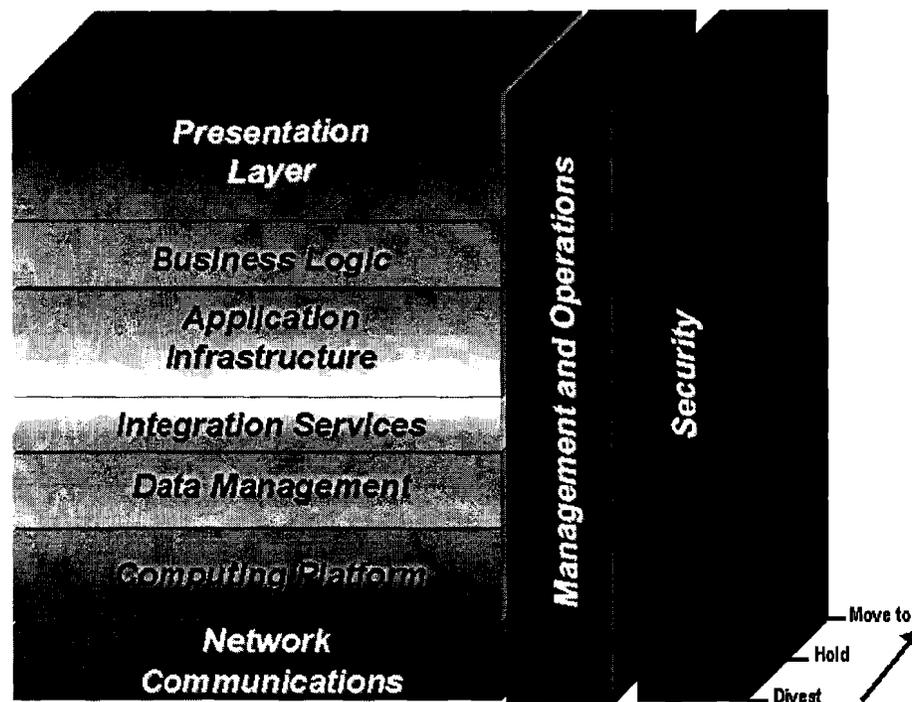
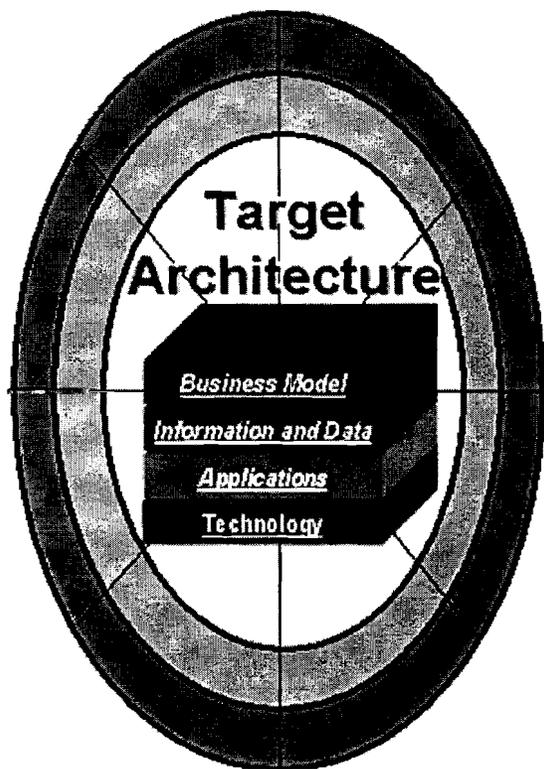
- **Outline**

- Enterprise architecture frameworks
- Creating a US-VISIT view of the HLS EA
- Component based incremental delivery
- Technical infrastructure and topology
- HLS EA solution conformity and enhancement



HLS Enterprise Architecture

DHS Technical Reference Model

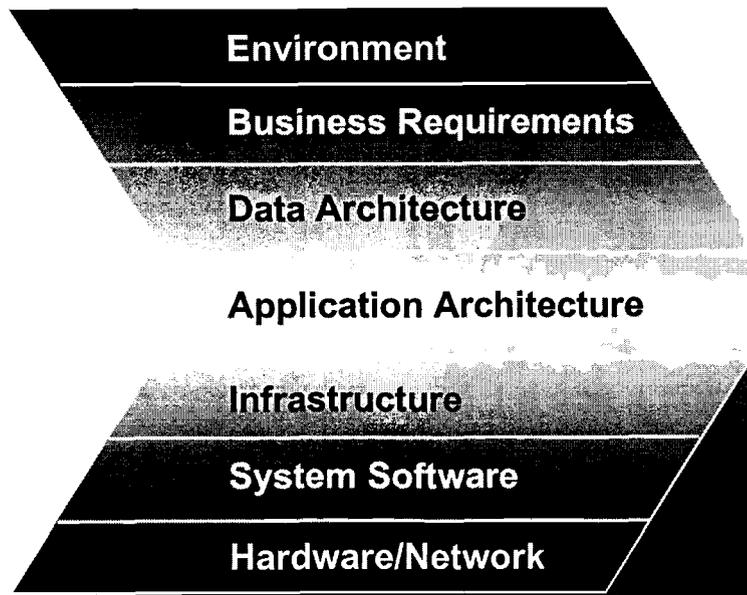


Our deep experience and understanding of Enterprise Architectures results in an End Vision solution that conforms with and enhances the HLS EA

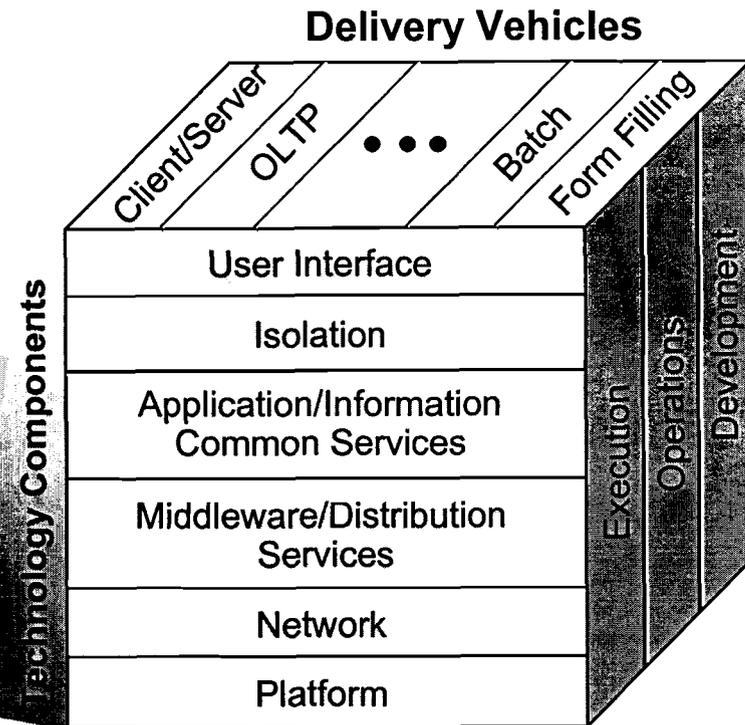


Accenture Enterprise Architecture Framework

Accenture Technical Architecture Framework



Accenture, 1994





- **Our strategy for incremental implementation has three major steps**
 - Step 1: Construct a US-VISIT view of the HLS EA
 - Step 2: Create our incremental implementation strategy based on the HLS EA Transition Strategy
 - Step 3: Maintain continuous alignment with the HLS EA and FEAF

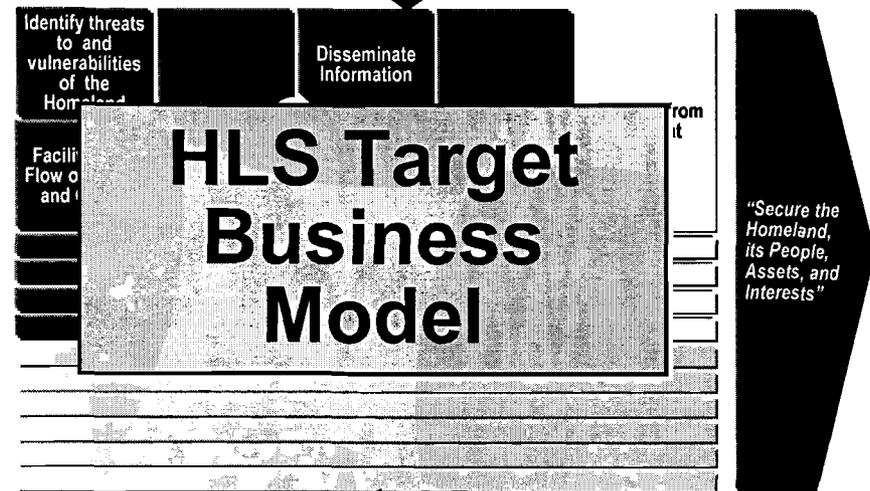
- **Our Smart Border Alliance organization includes a team that is dedicated full time to Enterprise Architecture activities**
 - Our teaming partner HPTi has played a key role in developing the HLS EA and assisting OMB with evolving the FEAF
 - Our team is experienced not only in creating EAs, but also successfully implementing large, complex projects based on these architectures
 - We understand what works from a practical standpoint

Enterprise Architecture is an integral part of both our implementation approach and our proposed organization



Step 1: Create a US-VISIT View of the HLS EA

Business Model Definition							
Primary US-VISIT HLS Business Activities				Additional US-VISIT Related Business Activities			
HLS010	HLS093	● ● ●	HLS119	Conduct Risk Assessment	Communicate Warnings	● ● ●	Activate Resources



Step 2: Integration of Transitioning and Sequencing Strategy with Incremental Implementation Plan

Business Model Definition and Increment Planning

GFY	04	05	06	07	08	09	10
	2004	2005	2006	2007	2008	2009	2010
Increment 2		█					
Increment 3		█	█				
Increment 4			█	█			
Increment 5			█	█	█		
Increment 6				█	█	█	
Increment 7					█	█	█
Increment 8							█

Step 3: Continuous Alignment with HLS EA and FEAF

Enterprise Management and Control and Increment Planning



- We implement our US-VISIT solution using a component-based incremental delivery strategy

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

- Our Enterprise Lifecycle Model (ELCM) and Systems Development Lifecycle (SDLC) methodology [Redacted]

[Redacted]

Our component based implementation strategy reduces short and long term costs

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(b)(4)

Component Based Incremental Delivery



(b)(4)



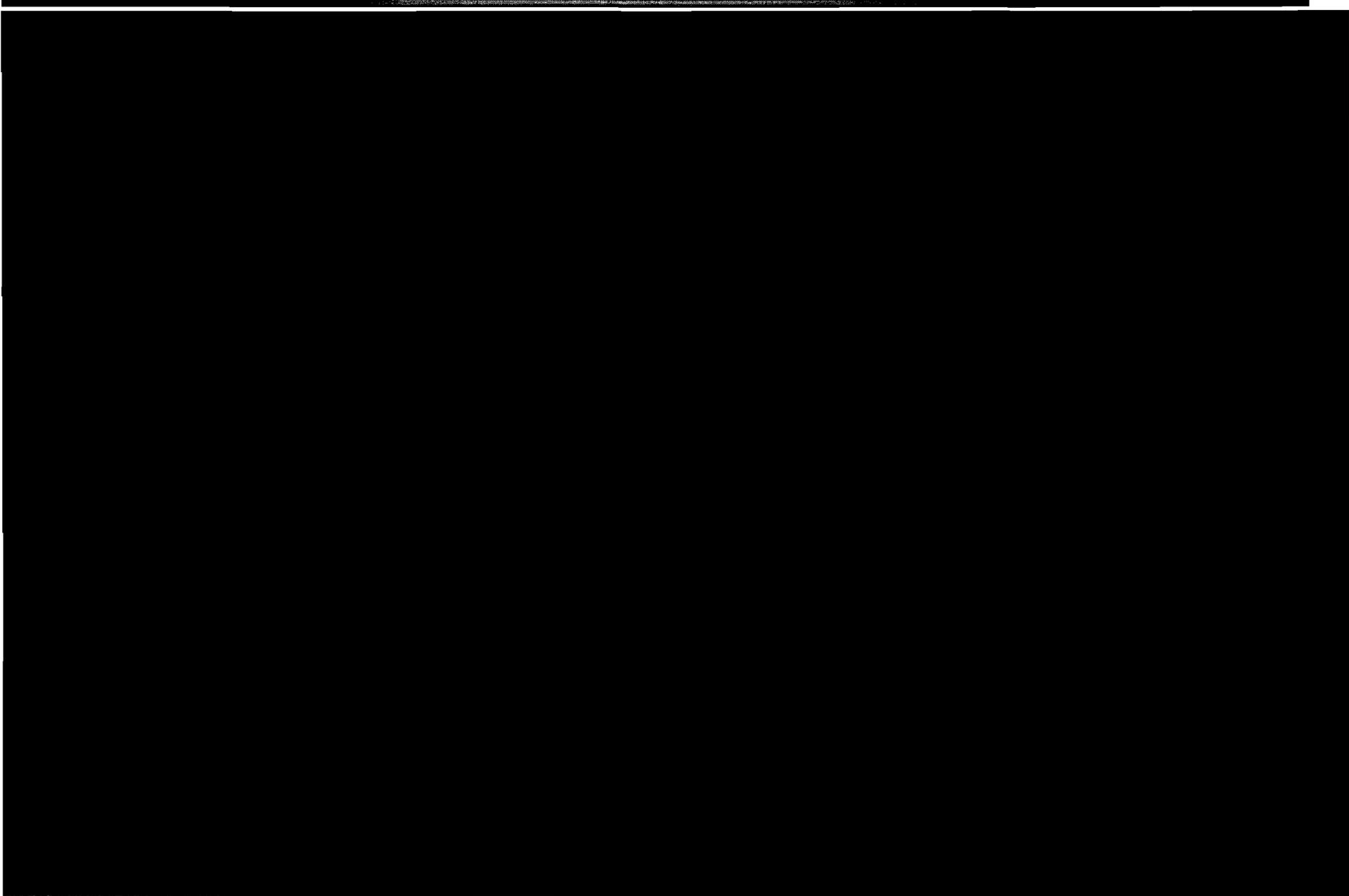
- [Redacted]

Our technology solution includes an infrastructure that is designed for security, reliability, availability, scalability, and performance

(b)(4)

US-VISIT

Technical Infrastructure and Topology



HLS EA Solution Conformity and Enhancement



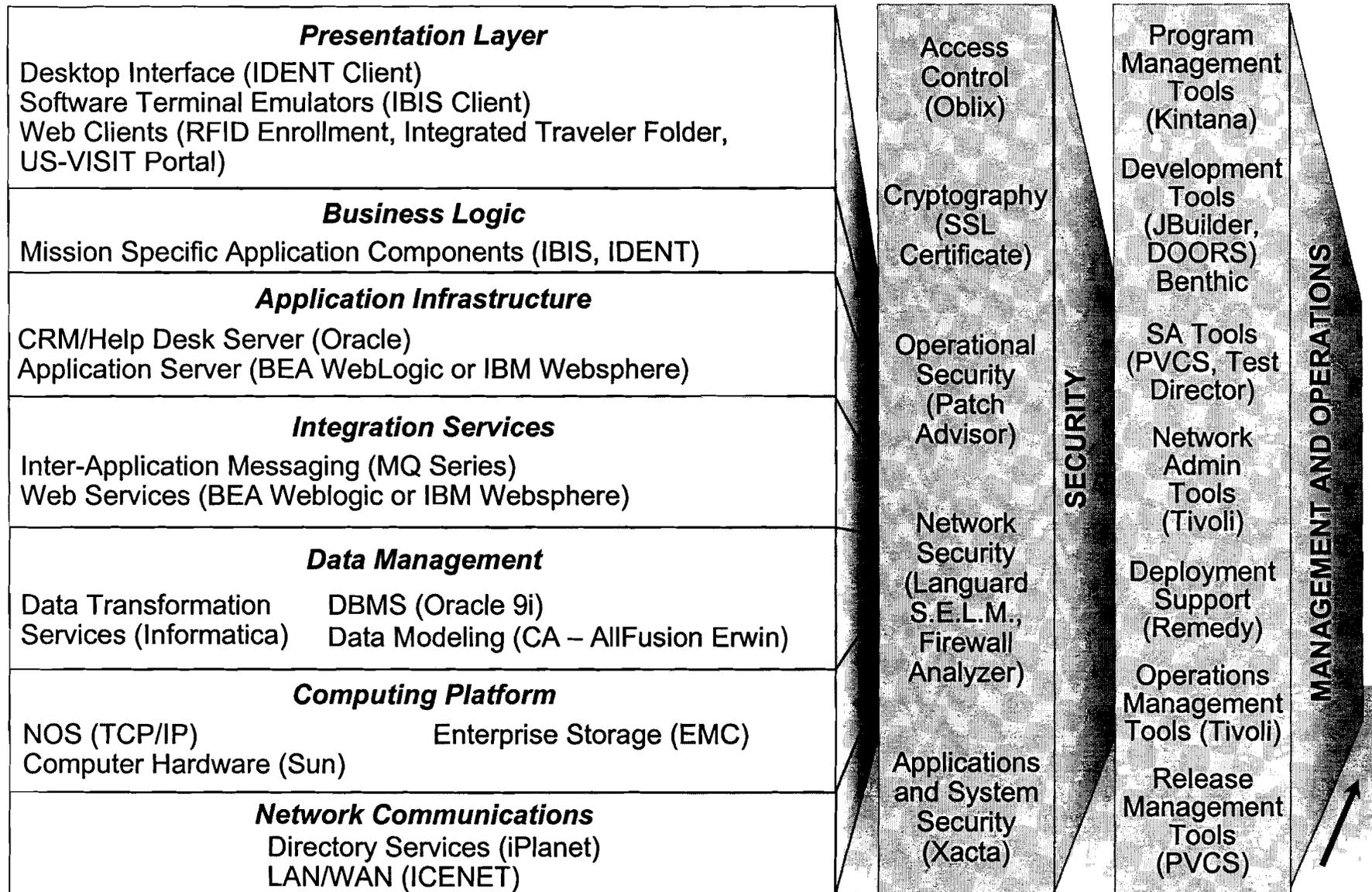
- **Full conformity with HLS EA, FEAFF, and associated models**
 - Component and layering approach facilitates re-use, integration, and provides the flexibility to absorb business and technology changes
 - Our solution uses products that adhere to the DHS TRM and where applicable, we will propose enhancements to the TRM
 - We align to the HLS EA Business Model and Transition Strategy

- **We contribute significant enhancements to the HLS EA**
 - Our solution provides a large suite of additional application and technical components that can be used throughout the enterprise
 - Our Common Interface Services enables components and data to be shared
 - Our real time system adds an additional dimension to the HLS EA
 - Our team continuously provides feedback for the HLS EA based on our actual implementation experiences

**Our Solution conforms with the HLS EA and FEAFF
and contributes significant enhancements to the HLS EA**

(b)(4)

US-VISIT HLS EA/DHS TRM Solution Compliance (Notional Product Set - to be Confirmed with DHS)





- **The Smart Border Alliance has a mature Enterprise Architecture practice and extensive EA experience**
 - Helped drive the creation and definition of EA practices in the industry
 - Successfully implemented production systems aligned to an overall EA
 - Direct involvement with the current HLS EA and FEAF definition work

- **A dedicated team creates an initial US-VISIT view of the HLS EA, and then maintains continuous alignment throughout the program**
 - EA is a fundamental part of our methodology and US-VISIT organization

- **US-VISIT achieves business benefits through**
 - Achieving integration necessary to share data and information across systems, agencies, and other entities at the point of need
 - Complying with HLS EA, FEAF, and associated models
 - Lowering short term as well as ongoing maintenance/operations costs





- End Vision
- Five Key Processes
- Increments, Impacts, and Benefits
- 15 Minute Break
- Enterprise Architecture
- **Security and Privacy**
- Transition
- Challenges to Success
- Business Outcomes, Measurements, and Risk Sharing



- **Presentation Topic: Security and Privacy**

- **Lead Speakers:**



(b)(6)

- **Outline**

- Security
- Privacy
- Influencers



■ Defense in depth

- Technology – firewalls, intrusion detection, anti-virus, access controls, encryption, physical security, biometrics, patching, vulnerability testing
- Programmatic – system certification and accreditation, cyclical reviews, memoranda of understanding, interface control documents

■ Containment

- Event correlation – enhanced incident detection
- Incident response – isolate affected areas quickly
- Information isolation to reduce privacy risk

■ Awareness

- MOC – overview of security and privacy status
- SOC – detailed security operations

■ Security Training

- General IT security training
- Specialized role-based training

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(b)(4)

Security



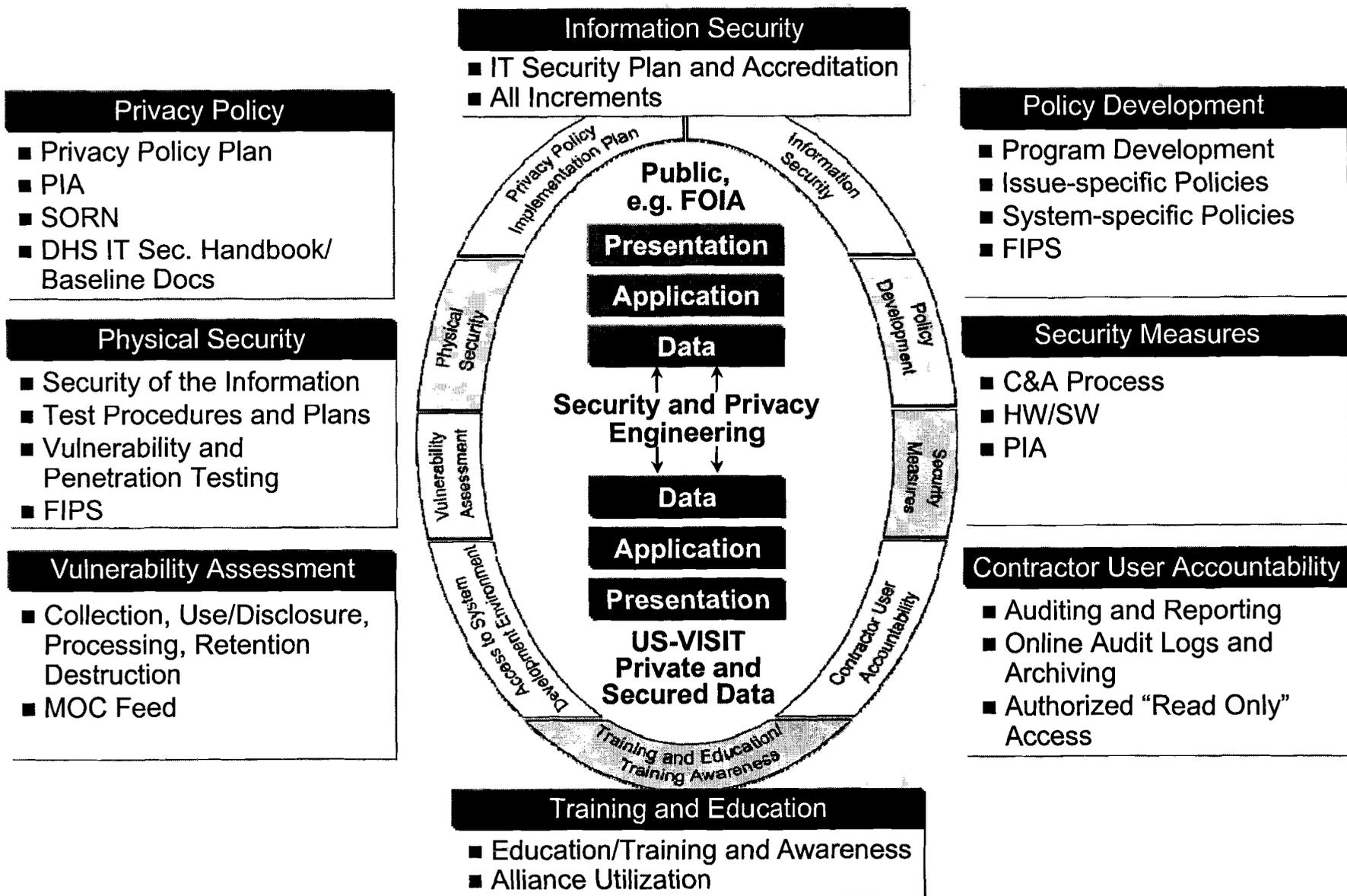
USVO 163



- **US-VISIT Privacy Advocate**
 - DHS privacy advocate partnership
 - Review compliance material/processes
- **Privacy management analysis and reporting**
 - IT security plan, privacy training, reporting, notifications, and periodic reviews of systems and policies for compliance
- **Privacy Policy Implementation Plan (PIIP)**
 - Privacy Act, E-Gov Act, OMB M-99-18, M-00-13 and FIPS compliant
- **Privacy Impact Statement (PIA)**
 - Increment based
- **Policy and outreach**
 - Alliance utilization
 - Stakeholder communication plan



Privacy





■ Legislative

- New immigration laws
- New travel laws
- New security laws
- Substantial legislative oversight
- Schedule and funding constraints

■ Regulatory and policy

- Geopolitical transitions
- Reporting and oversight

■ Stakeholders external to DHS

- Media
- Traveler
- Commercial





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- **Presentation Topic: Transition**

- **Lead Speakers:** [REDACTED]

(b)(6)

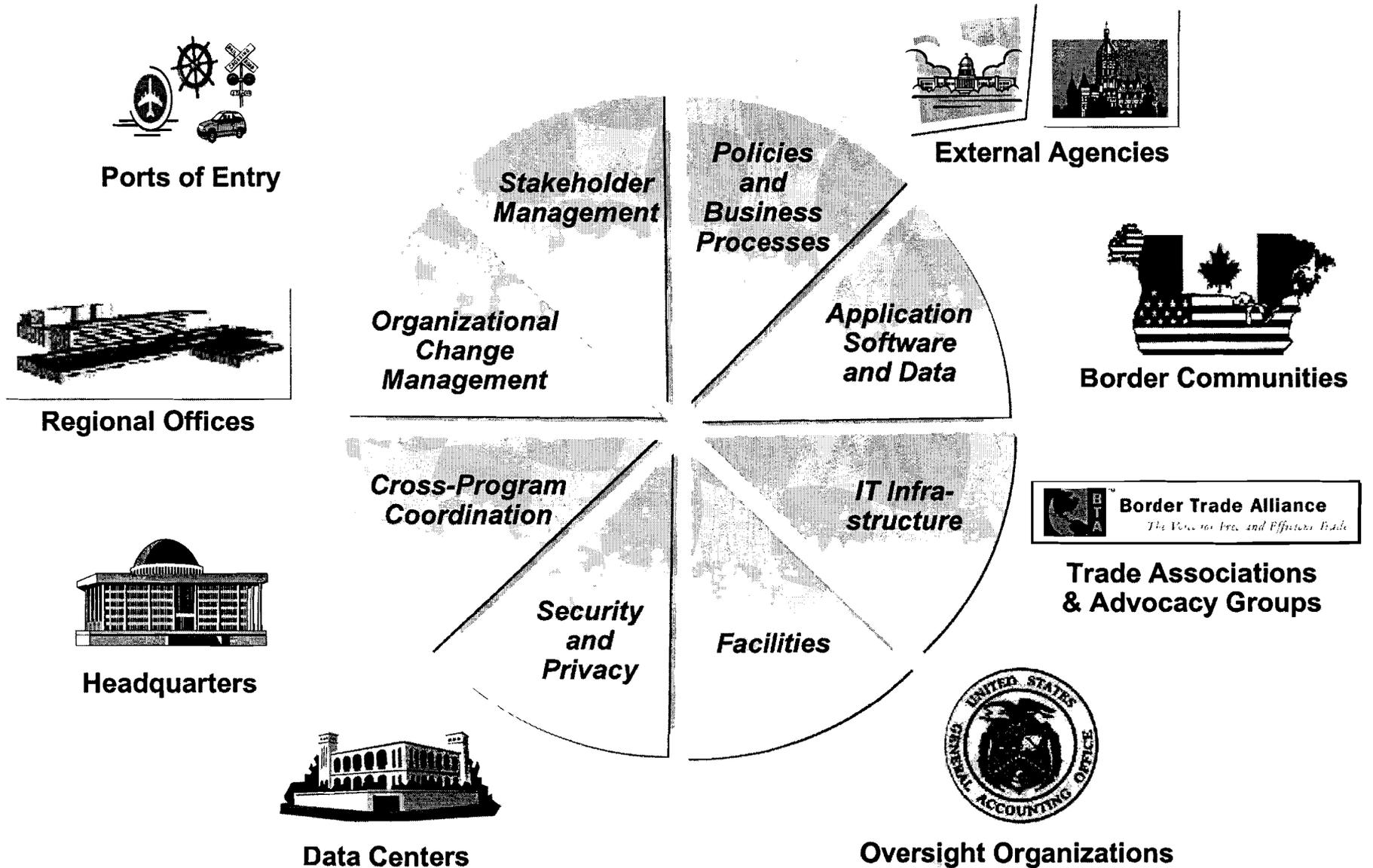
- **Outline**

- Business transition
- Technical transition
- Legacy systems transition



- **Mission-focused**
 - Enhance national security
 - Facilitate legitimate trade and travel
 - Improve immigration system integrity
 - Adhere to privacy laws and policies
- **Holistic**
 - People, process, technology
- **Proactive collaboration and partnership**
 - Local, regional, national, international
- **Delivery excellence**
 - Cost, schedule, quality
- **Design to requirements and restrictions**
 - National Environmental Policy Act (NEPA)
 - Limited facility changes
- **Continuous improvement**
 - Monitor and incorporate feedback

Transition Components





■ Central level

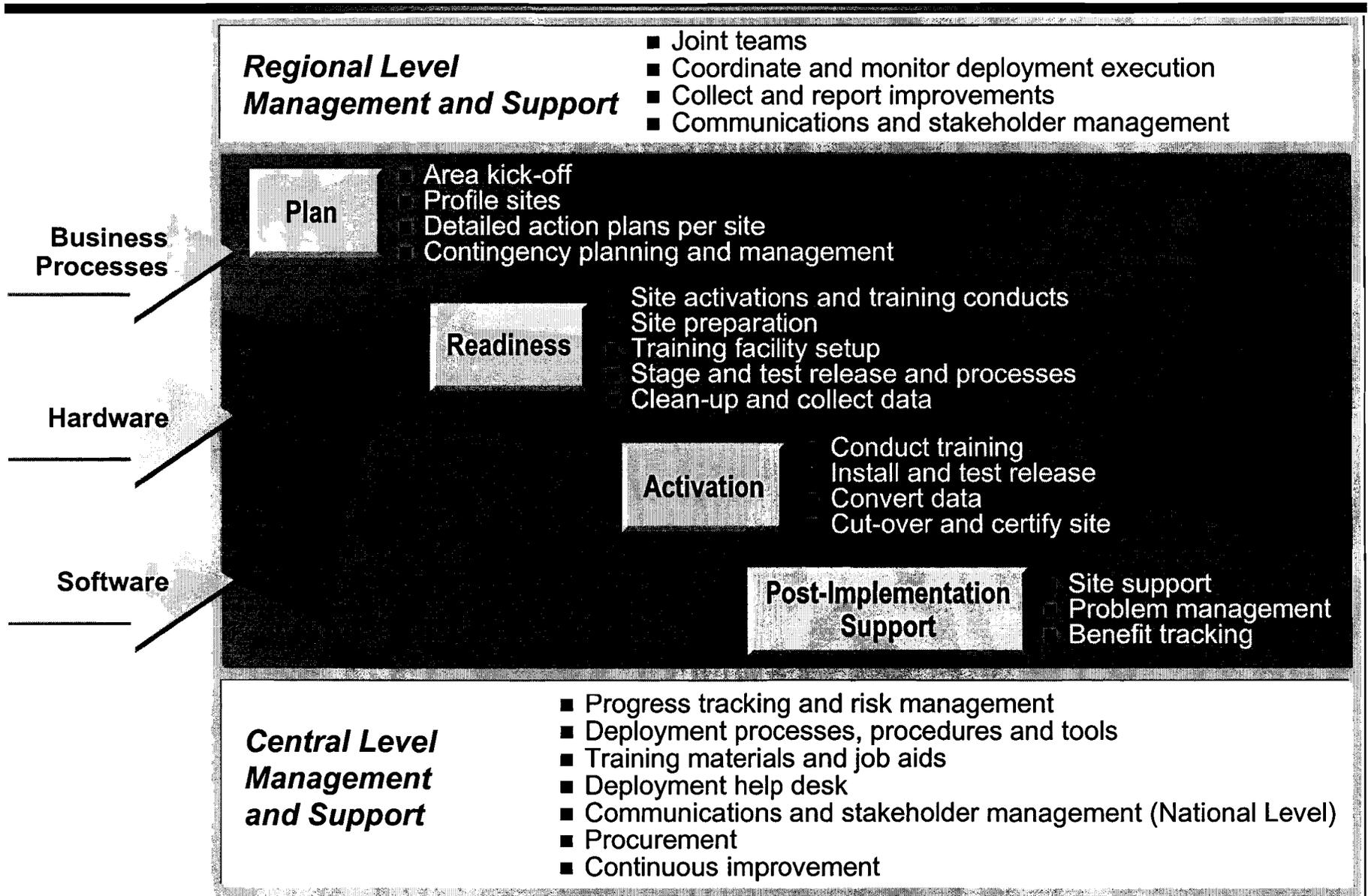
- Communications and outreach
- Cross agency, department and program coordination
- Progress tracking and risk management
- Field support services (e.g., Asset Management, Help Desk)
- Continuous improvement

■ Regional level

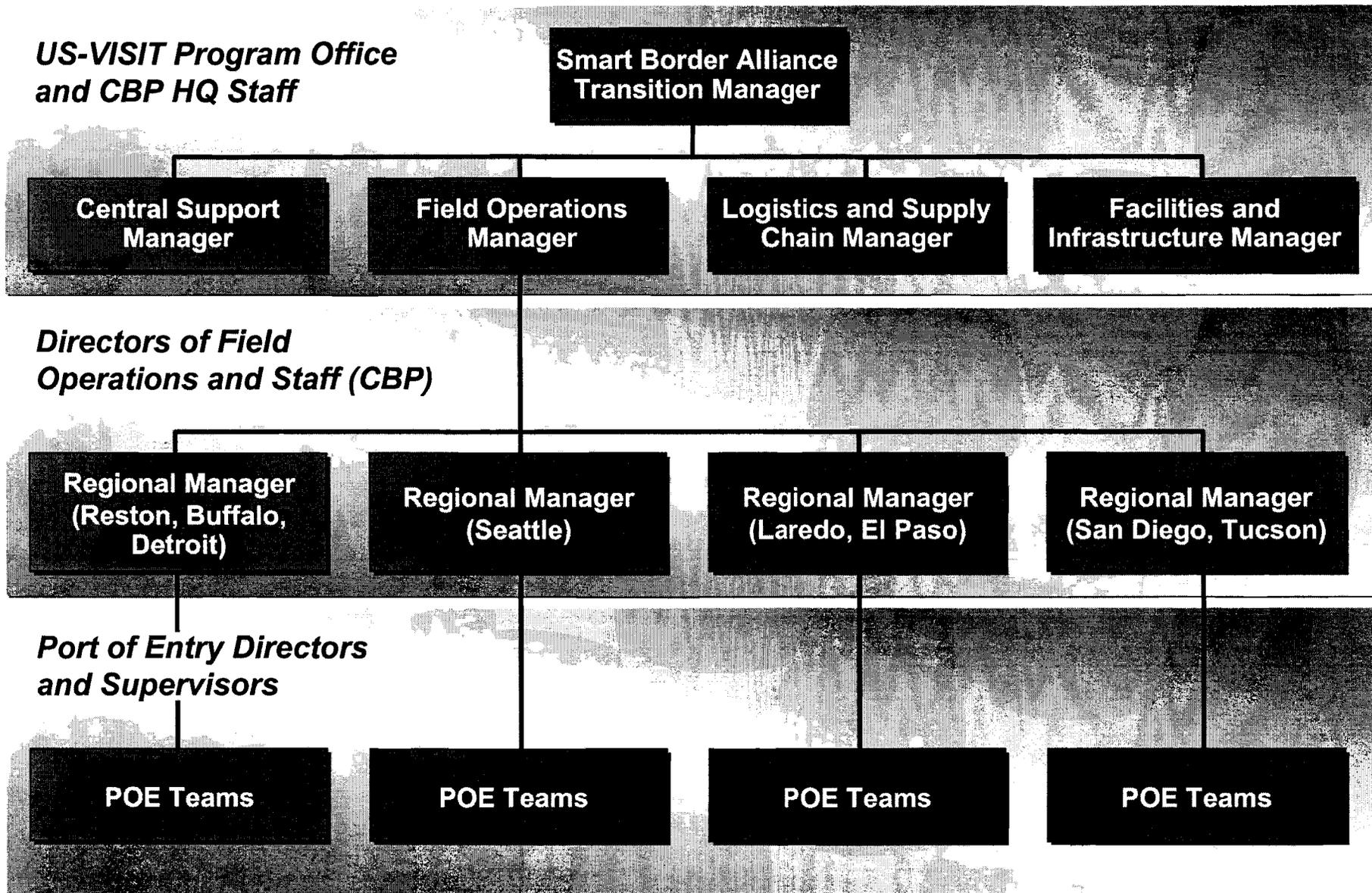
- Communications and outreach
- Cross agency, department and program coordination
- Train-the-trainer, training support
- Site team coordination and management

■ Site level

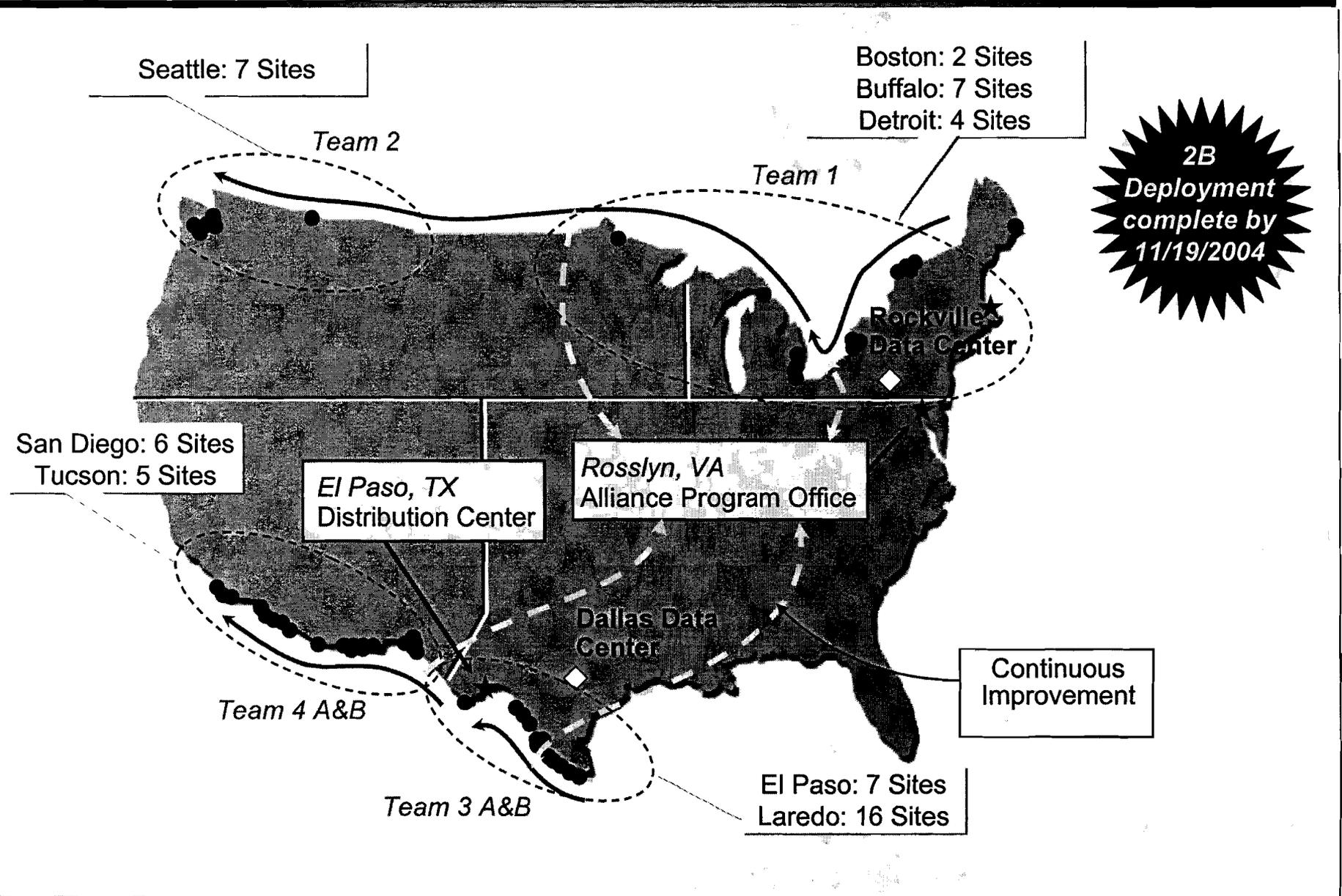
- Communications and outreach
- Facilities and infrastructure
- Surveys, preparation and activation
- Post-activation support



US-VISIT Transition Plan (Increment 2B)



US-VISIT Transition Plan (Increment 2B)





■ Decision to transition

- Transition legacy contractor
- Work with the existing legacy contractor

■ Transition systems development, operations, and maintenance

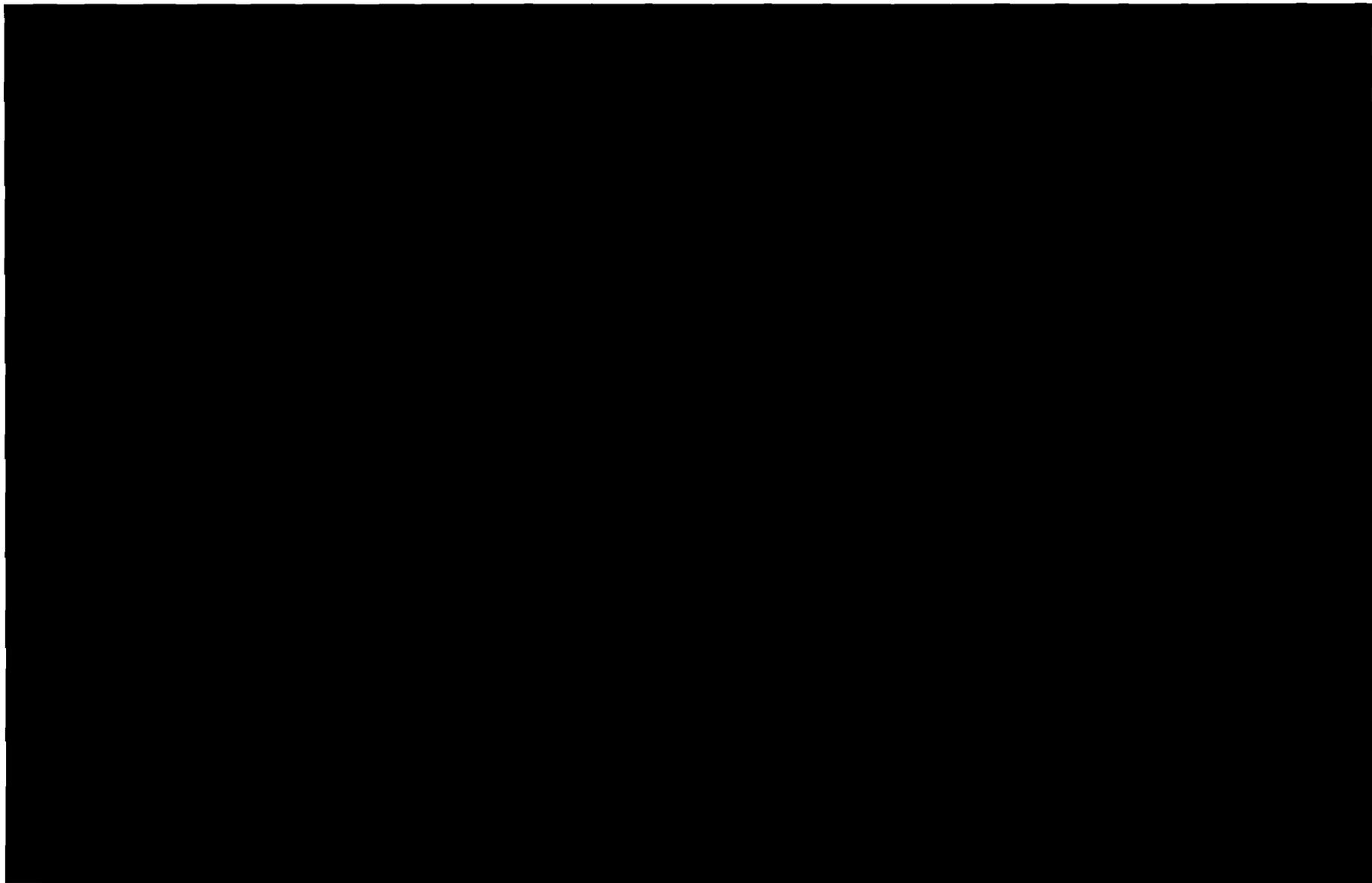
- Analyze legacy system
- Develop legacy transition strategy
- Resolve Issues with legacy systems
- Develop transition plan
- Execute transition plan

■ Technical impacts

- Data creation, cleansing, conversion, and/or synchronization
- System software, hardware, and/or facility infrastructure
- Operations and maintenance

(b)(4)

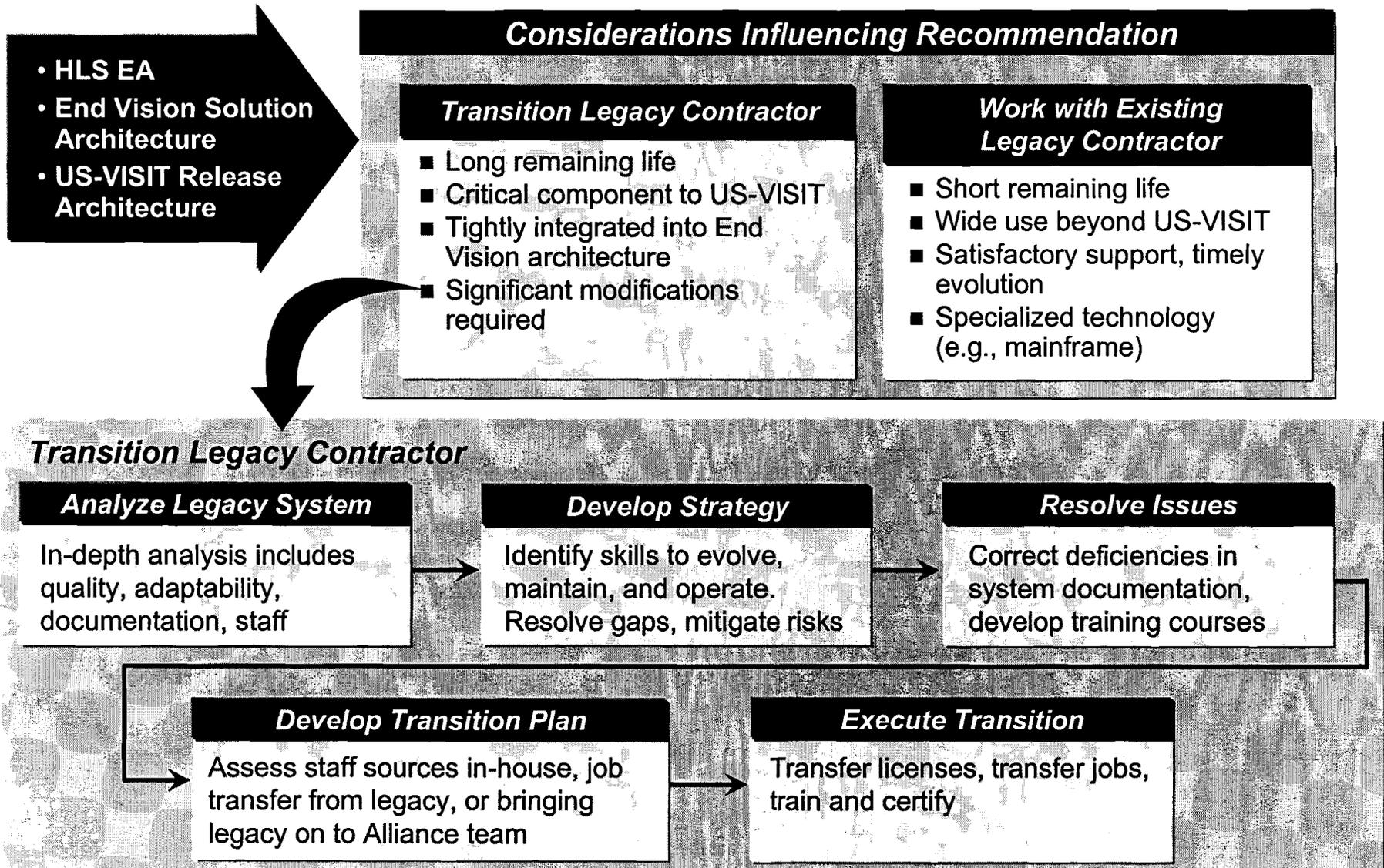
Legacy Systems Transition Approach





- **Alliance works with the Government and legacy contractors**
 - Leads legacy team (Government, users and legacy contractors)
 - SEIT flows down system requirements and business objectives
 - Supports Government to develop legacy contractor task orders, schedule, and performance measures, or forms a teaming agreement with the legacy contractor
 - Performs system integration and end-to-end tests
- **Technical impacts (same as legacy system transition)**
 - Data creation, cleansing, conversion, and/or synchronization
 - System software, hardware, and/or facility infrastructure
 - Operations and maintenance

**We used our proven process on USPS DOIS to transition
11 large systems from legacy contractors**





- **The goal**
 - Successful, efficient and timely transition
- **Our business transition approach accounts for**
 - International, national, regional and local requirements
 - Users, stakeholders and communities of interest
 - Policies, business processes and standard operating procedures
 - System and facility infrastructure
 - National Environmental Policy Act (NEPA)
 - Cross-program coordination
- **Our technical transition accounts for**
 - Data cleansing, conversion and/or synchronization
 - Legacy system retirement
 - System software, hardware and facility infrastructure upgrades
 - Minimize operation and maintenance risks and costs





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- Transition
- Challenges to Success
- Business Outcomes, Measurements, and Risk Sharing



- **Presentation Topic: Challenges to Success**

- **Lead Speaker:** [REDACTED] (b)(6)

- **Outline**

- Issue and risk processes – covered in day 2
Management Approach
- Review of program specific challenges to success
- Major challenges to success
 - Program Management
 - Thought Leadership
 - Transformational Change
 - Technology as a Business Enabler
 - Stakeholders and Communities of Interest
 - Positive Working Environment
- Summary



Challenge	Mitigation
<p>■ How Increment 2B builds toward the End Vision</p> <p>– [Redacted] (b)(6)</p> <p>Increments, Impacts and Benefits</p>	<ul style="list-style-type: none"> ■ Foundation for incremental releases ■ Integrated Travel Folder (ITF) ■ Mission Operations Center (MOC) ■ Meets legislated dates to support future funding
<p>■ Meeting Legislative and Operational Objectives</p> <p>– [Redacted] (b)(6)</p> <p>Increments, Impacts and Benefits</p>	<ul style="list-style-type: none"> ■ Incremental approach – entry/exit achieved ■ ITF <ul style="list-style-type: none"> – Entered once, used by many – Tailored access for user needs ■ MOC <ul style="list-style-type: none"> – Operational modeling – Common risk and trend analysis ■ Biometrics – enrollment and validation ■ RFID – entry/exit facilitation



Challenge	Mitigation
<ul style="list-style-type: none"> ■ Conformance with DHS Architecture – [REDACTED] Enterprise Architecture (b)(6) 	<ul style="list-style-type: none"> ■ EA integral part of our approach ■ Full-time, dedicated EA team ■ Construct a US-VISIT view of HLS EA
<ul style="list-style-type: none"> ■ Security – [REDACTED] Security and Privacy (b)(6) 	<ul style="list-style-type: none"> ■ Security architecture: firewalls; sensors; high assurance guards ■ Role based access process ■ Operations monitoring and system logs
<ul style="list-style-type: none"> ■ Privacy – [REDACTED] Security and Privacy (b)(6) 	<ul style="list-style-type: none"> ■ Well developed security program ■ Appropriate role based access ■ Privacy impact assessment ■ Train on how information is used and the users responsibilities
<ul style="list-style-type: none"> ■ Stakeholder Buy-in – [REDACTED] and [REDACTED] Transition (b)(6) 	<ul style="list-style-type: none"> ■ Leverage SMEs and DHS business community in developing the solution ■ Outreach liaison role to support DHS through early engagement of all stakeholders ■ Leverage our Senior Advisory Board



Challenge	Mitigation
<p>■ Transition Management</p> <p>– [Redacted] and [Redacted] Transition (b)(6)</p>	<ul style="list-style-type: none"> ■ Actively developing transition details...now ■ Detailed plan and schedule with contingency ■ Proactive approach to change management for users, stakeholders and communities of interest ■ Demonstrated experience in large scale deployments and outreach
<p>■ Facilities Management</p> <p>– [Redacted] and [Redacted] Transition (b)(6)</p>	<ul style="list-style-type: none"> ■ Facilities lite solution ■ Support DHS with experience of the Alliance ■ KBR - construction and NEPA experience
<p>■ Legacy Systems</p> <p>– [Redacted] and [Redacted] Transition (b)(6)</p>	<ul style="list-style-type: none"> ■ Early data cleansing and validation ■ Work with existing legacy contractors ■ Smart Border Alliance legacy experience



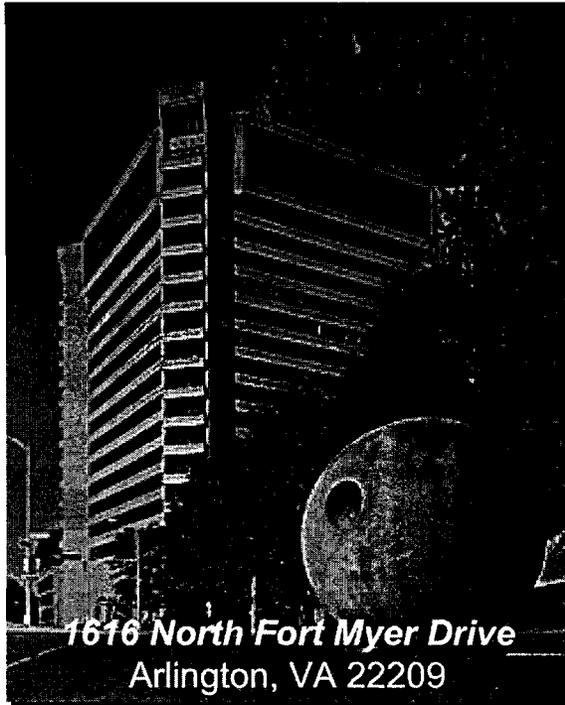
Challenge	Mitigation
<p>■ Financial Viability</p> <p>– [REDACTED] Business Outcomes, Measurements, and Risk Sharing</p> <p>(b)(6)</p>	<p>■ Reusable business case model and flexible incremental approach</p> <p>■ Performance measurements</p> <p>■ Risk sharing</p>
<p>■ Schedule and Funding Constraints</p> <p>– [REDACTED] Business Outcomes, Measurements, and Risk Sharing</p> <p>(b)(6)</p>	<p>■ 2B pre-award work and schedule contingency</p> <p>■ Incremental and segmentable approach</p> <p>■ Flexible, reusable business case model</p>

Major Challenges to Success Program Management

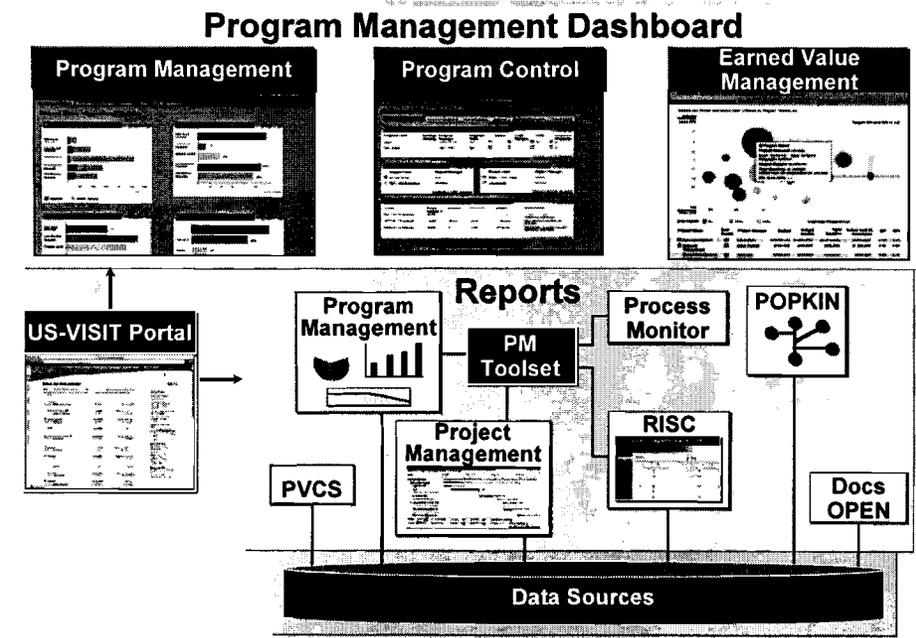
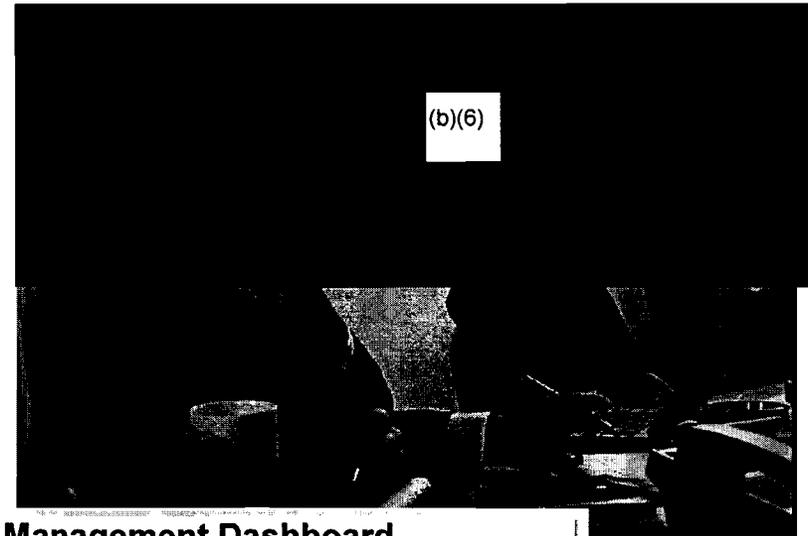


Challenge	Mitigation
<ul style="list-style-type: none">■ Effective program management of a large, complex, global, multi-year transformational program	<ul style="list-style-type: none">■ Prepared and ready on Day One■ Committed to deliver the “A” team■ Collaborative governance model<ul style="list-style-type: none">– Requisite data for informed decision making– Regular communication across the enterprise– Joint management of risk■ Utilize best practices to enable transformation■ Establish requisite management processes to address the unique needs of a long term program■ Component-based solution, delivered incrementally, supported by a rigorous business case

Major Challenges to Success Program Management



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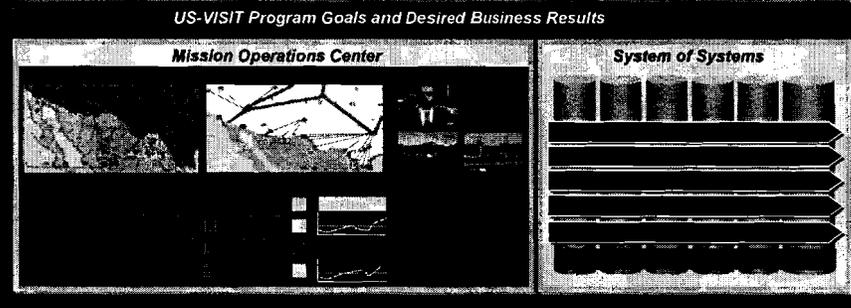
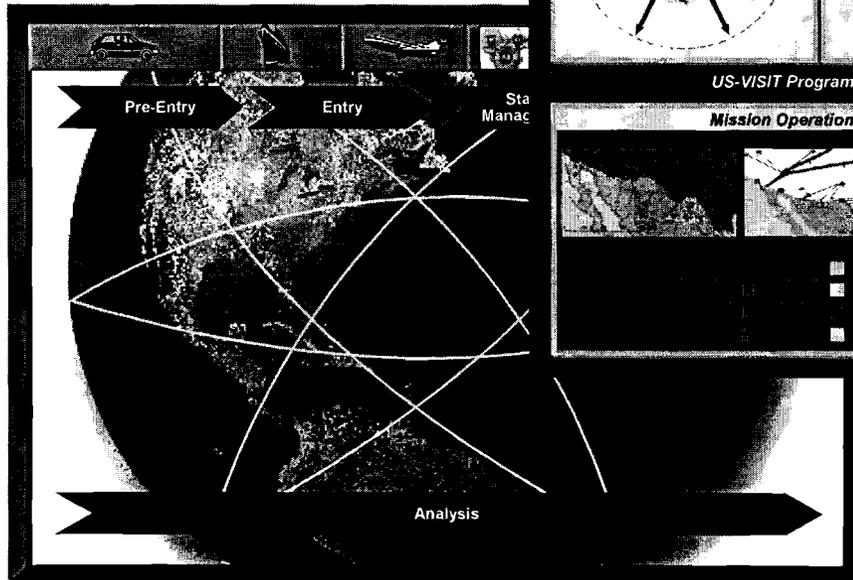
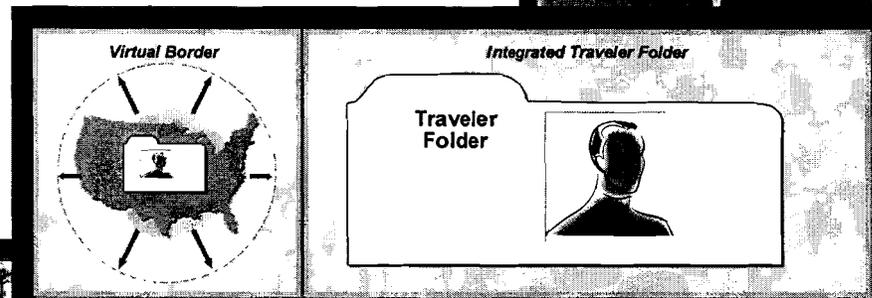


Major Challenges to Success Thought Leadership



Challenge	Mitigation
<ul style="list-style-type: none">■ Providing continuous innovation and thought leadership to drive the program	<ul style="list-style-type: none">■ Establish and evolve the most appropriate End Vision■ Deliver extensive and varied levels of border management, technology, and tactical subject matter experts (SME's)<ul style="list-style-type: none">– Smart Border Alliance team– Senior Advisory Board– International, Immigration, Justice and Security Practice– Commercial clients and partners■ Maximize operational acceptance

Major Challenges to Success Thought Leadership



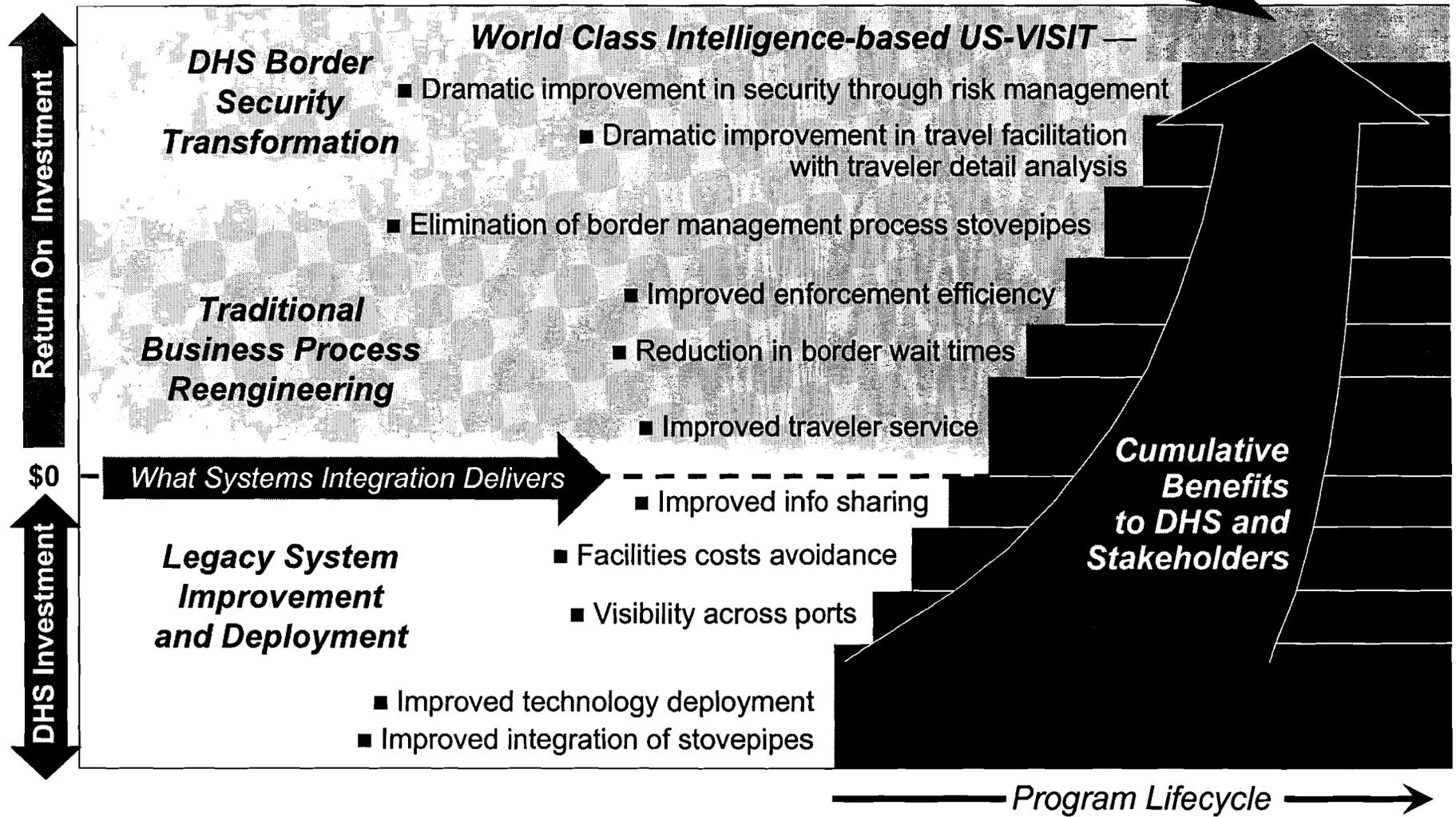
Major Challenges to Success Transformational Change



Challenge	Mitigation
<ul style="list-style-type: none">■ Transformation of cross-departmental functions to a seamless border management process	<ul style="list-style-type: none">■ Focus on delivering the mission of DHS■ Align people, processes, and technology with DHS's strategy■ Transform the way homeland security operates through new business capabilities<ul style="list-style-type: none">– Proactive and collaborative enforcement approach– Seamless blending of technology into the work environment– Building security and privacy protection into the process■ Facilitate cross government alignment focused on business outcomes



US-VISIT End Vision



Major Challenges to Success Technology as a Business Enabler

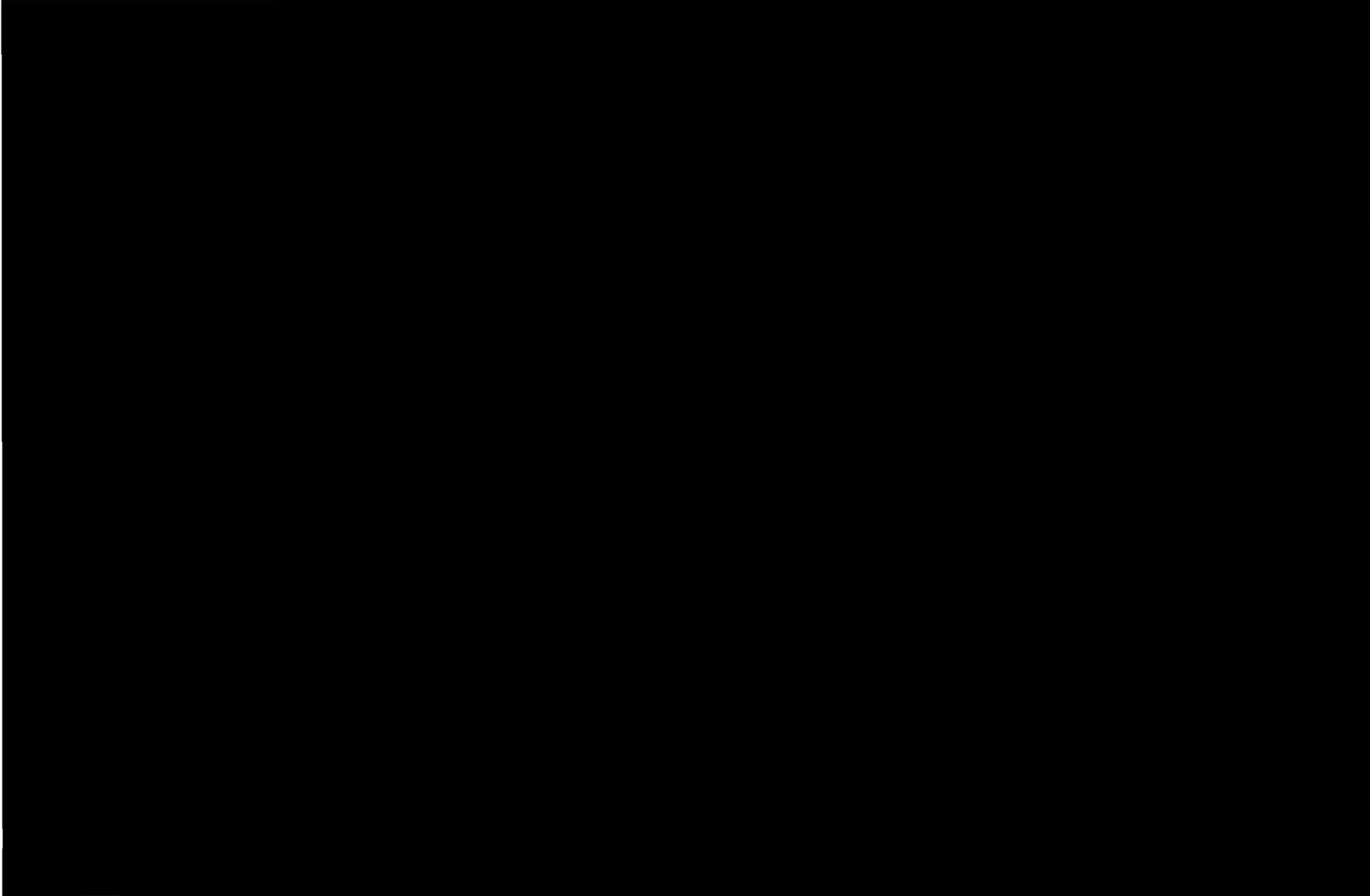


Challenge	Mitigation
<ul style="list-style-type: none">■ Optimizing the use of technology as a business enabler	<ul style="list-style-type: none">■ Identify technology to satisfy business objectives<ul style="list-style-type: none">– Maximize use of existing investments– Reuse of common components– Address the need for and value of technology insertion■ Design our US-VISIT enterprise solution to fit within and enhance the HLS EA■ Use commercial-off-the-shelf (COTS) software as appropriate■ Provide the focus to align legacy systems owned by different organizations■ Coordinate our incremental implementation with other related programs

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(b)(4)

Major Challenges to Success Technology as a Business Enabler



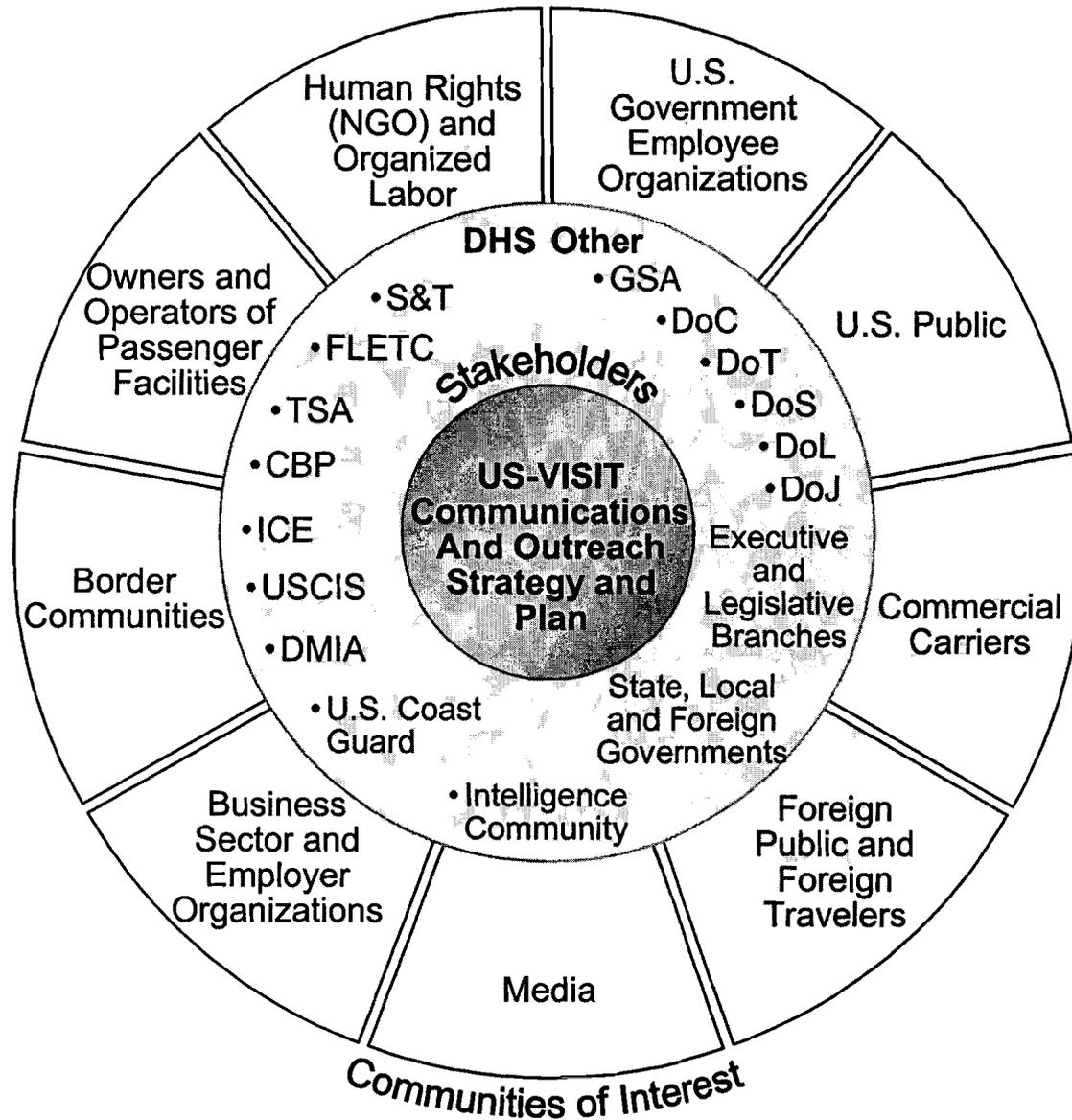
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subject to the restriction on the title page of this proposal

Major Challenges to Success Stakeholders and Communities of Interest



Challenge	Mitigation
<p>■ Addressing the concerns of stakeholders and communities of interest</p>	<p>■ Provide impact analyses of communities of interest and stakeholder issues</p> <ul style="list-style-type: none"> – Protection of our country – Privacy and civil liberty concerns – Economic impacts – Policy considerations <p>■ Communicate early and often to stakeholders and communities of interest</p> <ul style="list-style-type: none"> – Perform appropriate outreach services – Provide education and awareness – Manage expectations of each stakeholder group <p>■ Establish credibility up front by delivering on time</p>

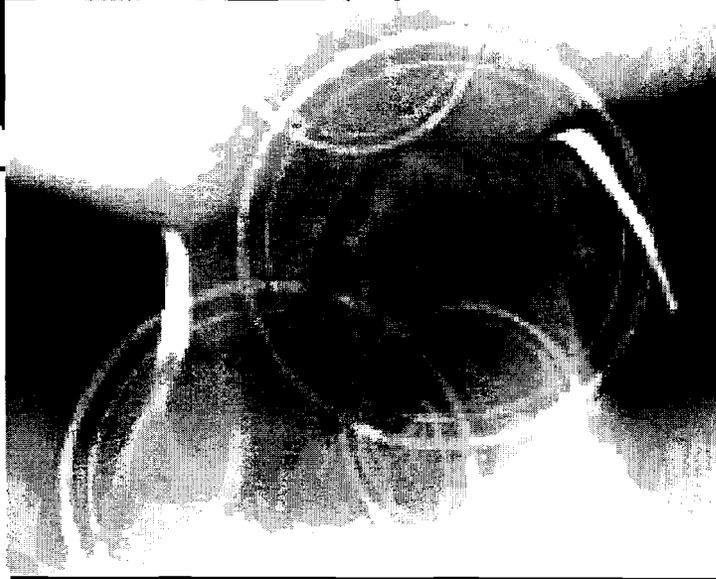
Major Challenges to Success Stakeholders and Communities of Interest



Major Challenges to Success Positive Working Environment



Challenge	Mitigation
<ul style="list-style-type: none"> ■ Creating a business relationship that fosters a positive working environment 	<ul style="list-style-type: none"> ■ Align program objectives of both parties ■ Establish a business relationship where both parties act in concert ■ Define incentives which focus both parties on delivering business value ■ Share risk and rewards ■ Work together to achieve compelling outcomes ■ Resolve conflicts through negotiations and discussions



USVO 202



- **Review of program specific challenges to success**

- **Major challenges to success**
 - Program management
 - Thought leadership
 - Transformational change
 - Technology as a business enabler
 - Stakeholders and communities of interest
 - Positive working environment





- End Vision
- Five Key Processes
- Increments, Impacts, and Benefits
- 15 Minute Break
- Enterprise Architecture
- Security and Privacy
- Transition
- Challenges to Success
- Business Outcomes, Measurements, and Risk Sharing



- **Presentation Topic: Business Outcomes, Measurements, and Risk Sharing**
- **Lead Speaker:** [REDACTED] (b)(6)
- **Outline**
 - Business case
 - Performance metrics
 - Risk sharing
 - Summary



■ Principles

- Provide strong rationale to support future funding stream
- Tie business case to mission objectives
- Maximize business value and technical performance while considering the impacts to DHS resources

■ Approach

- HLB Decision Economics has created a repeatable modeling process
- Subject matter experts and border management experience
- DHS data

A strong business case builds stakeholder buy in



HLB Decision Economics Inc.

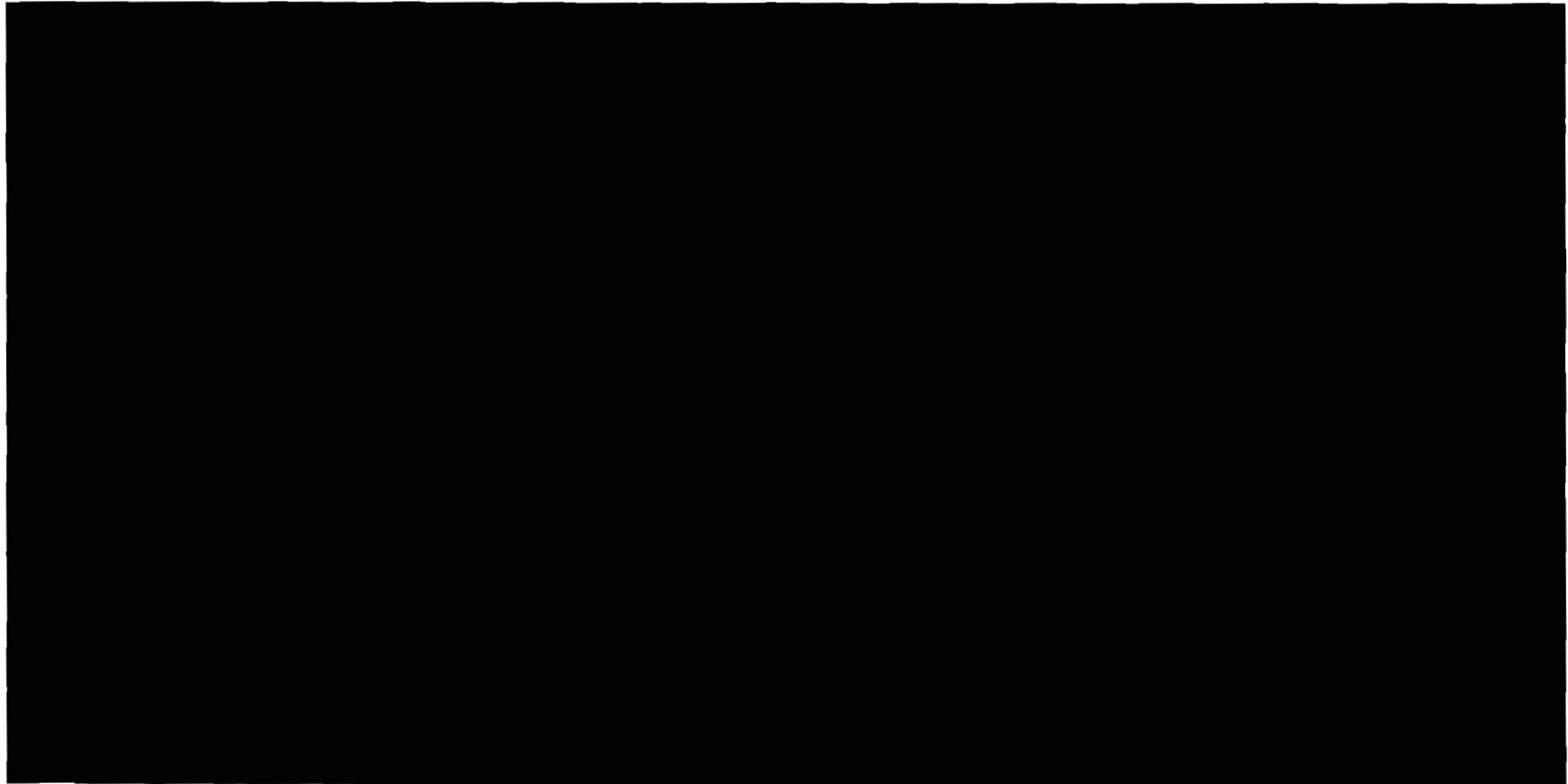
• David Lewis, PhD - CEO and President

- Specializes in development and deployment of objective third-party business case and risk management models
- Methodologies have been implemented by HLB at U.S. Federal and Canadian government agencies

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(b)(4)

Decision Economics
Sample Quantifiable Parameters for Increment 4

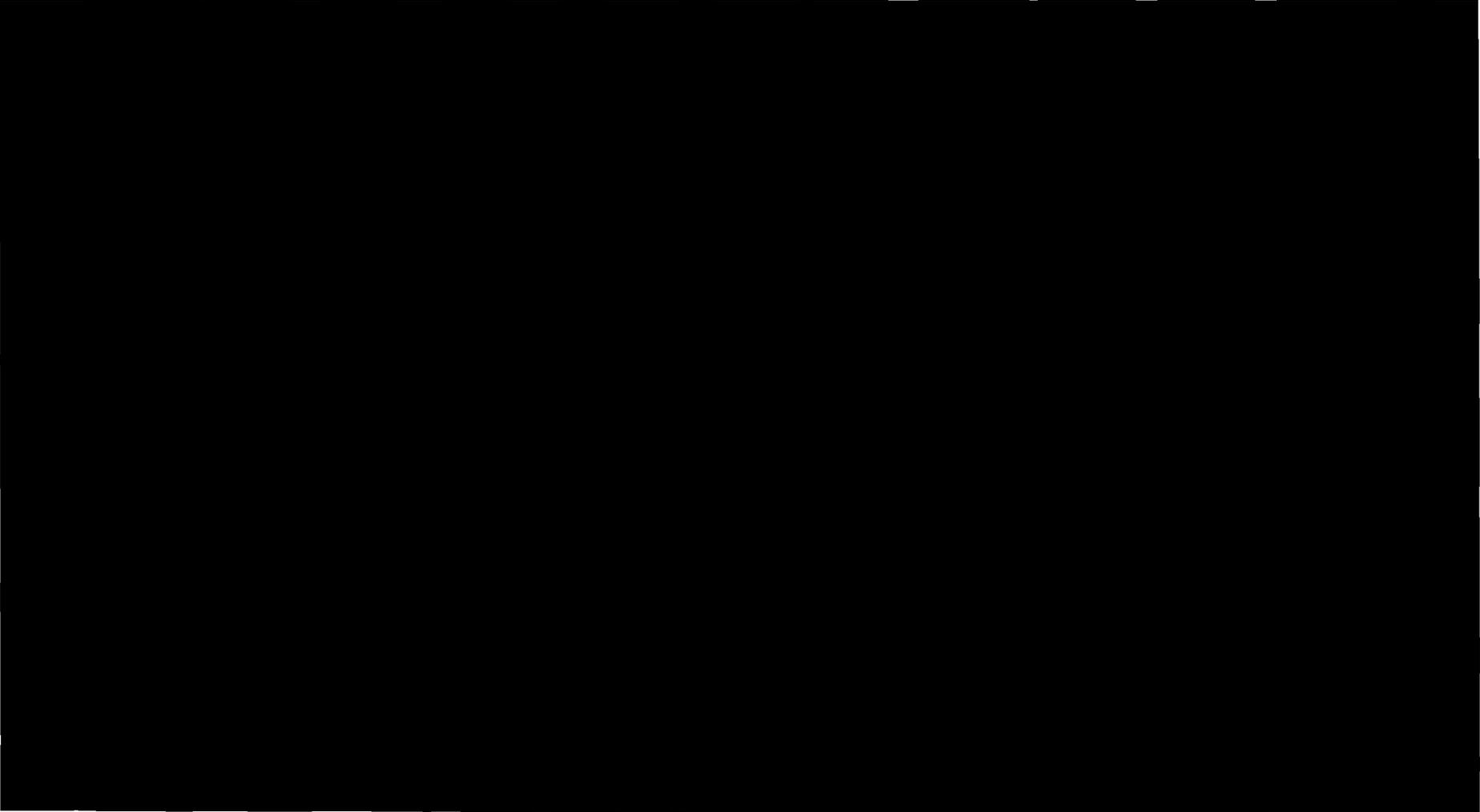


Deliver maximum benefit as early as possible

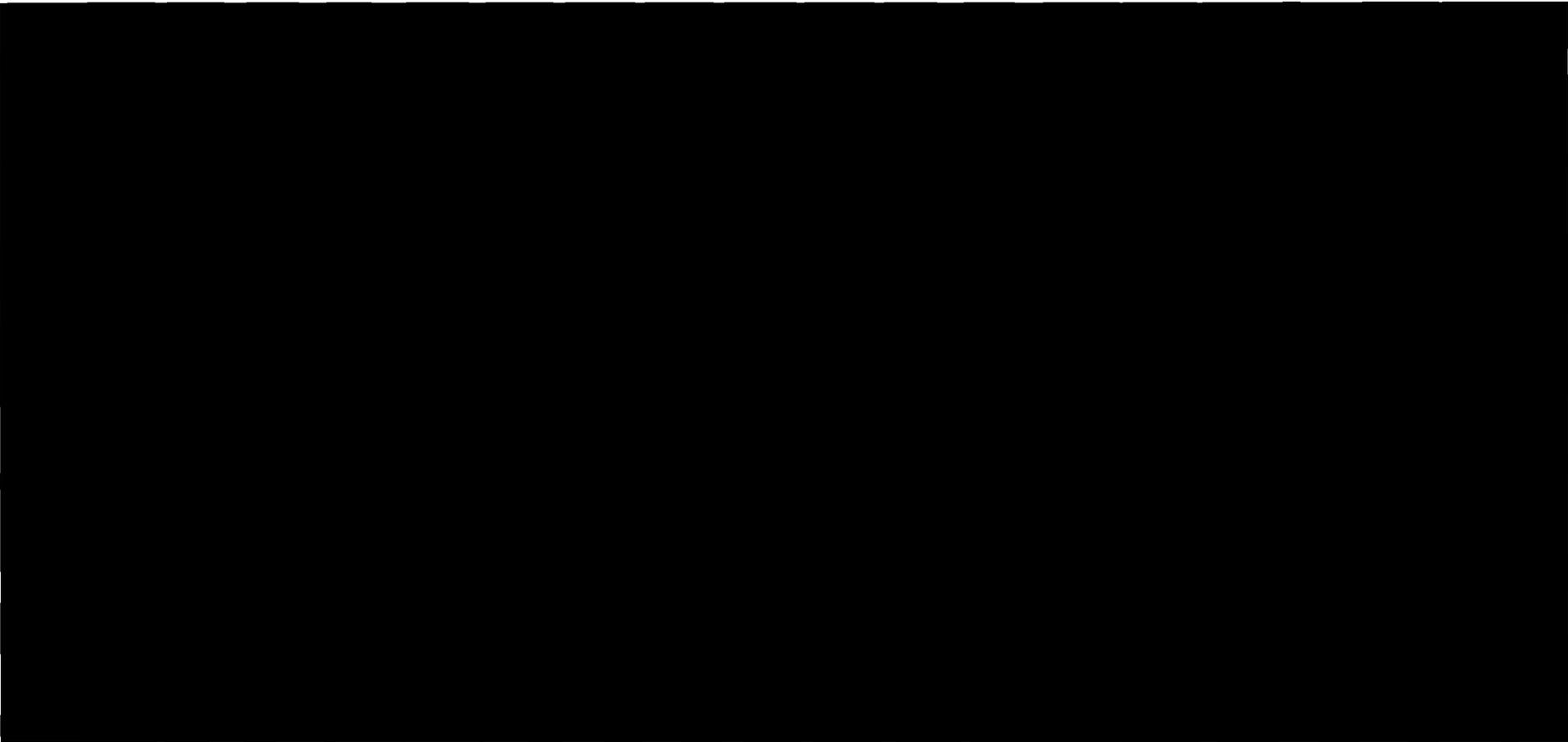
(b)(4)

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Increment 4 Financial Benefits



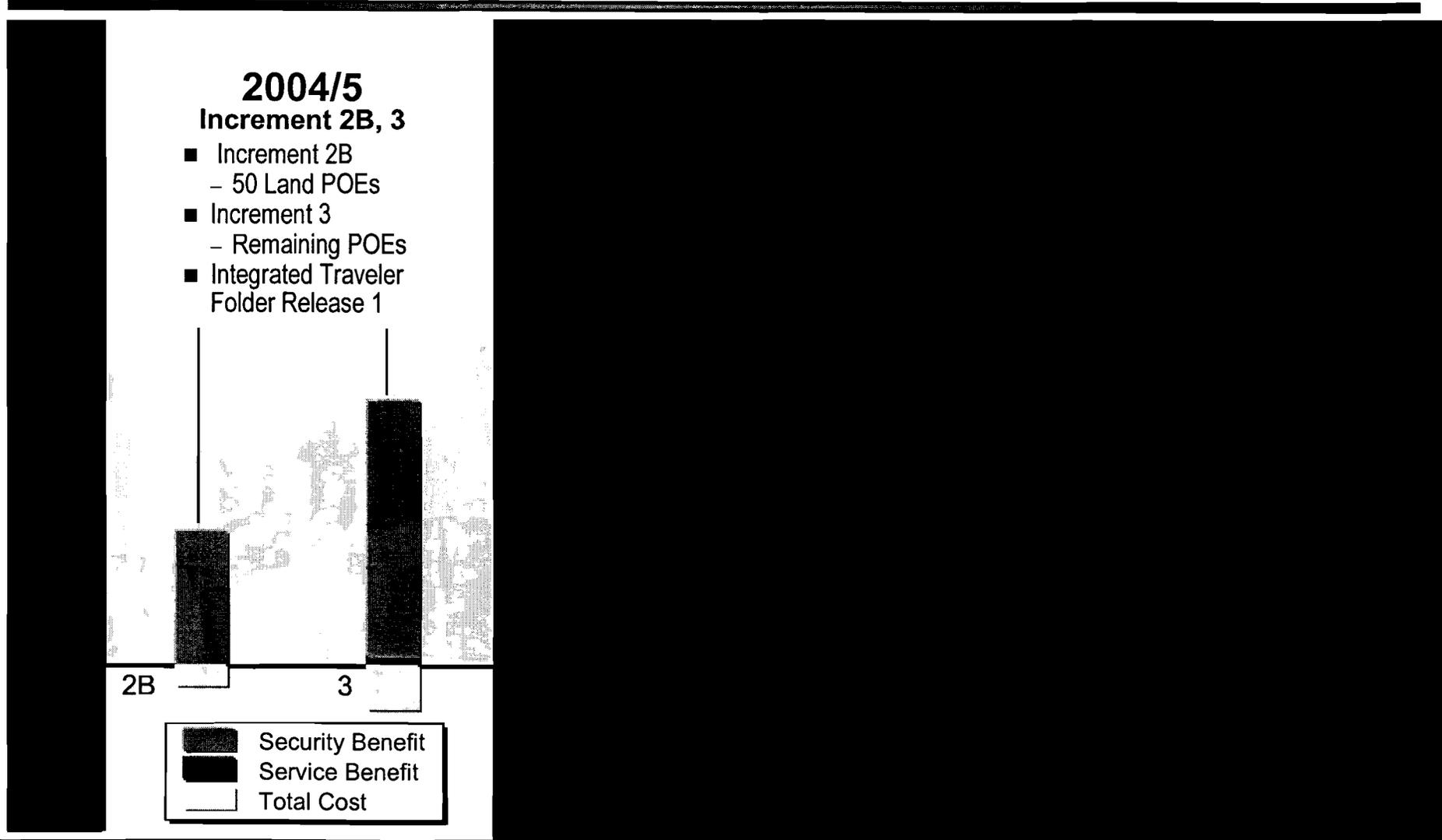
Funding Profile



USVO 046

(b)(4)

Financial Viability: Value (Cost/Benefit) by Increment



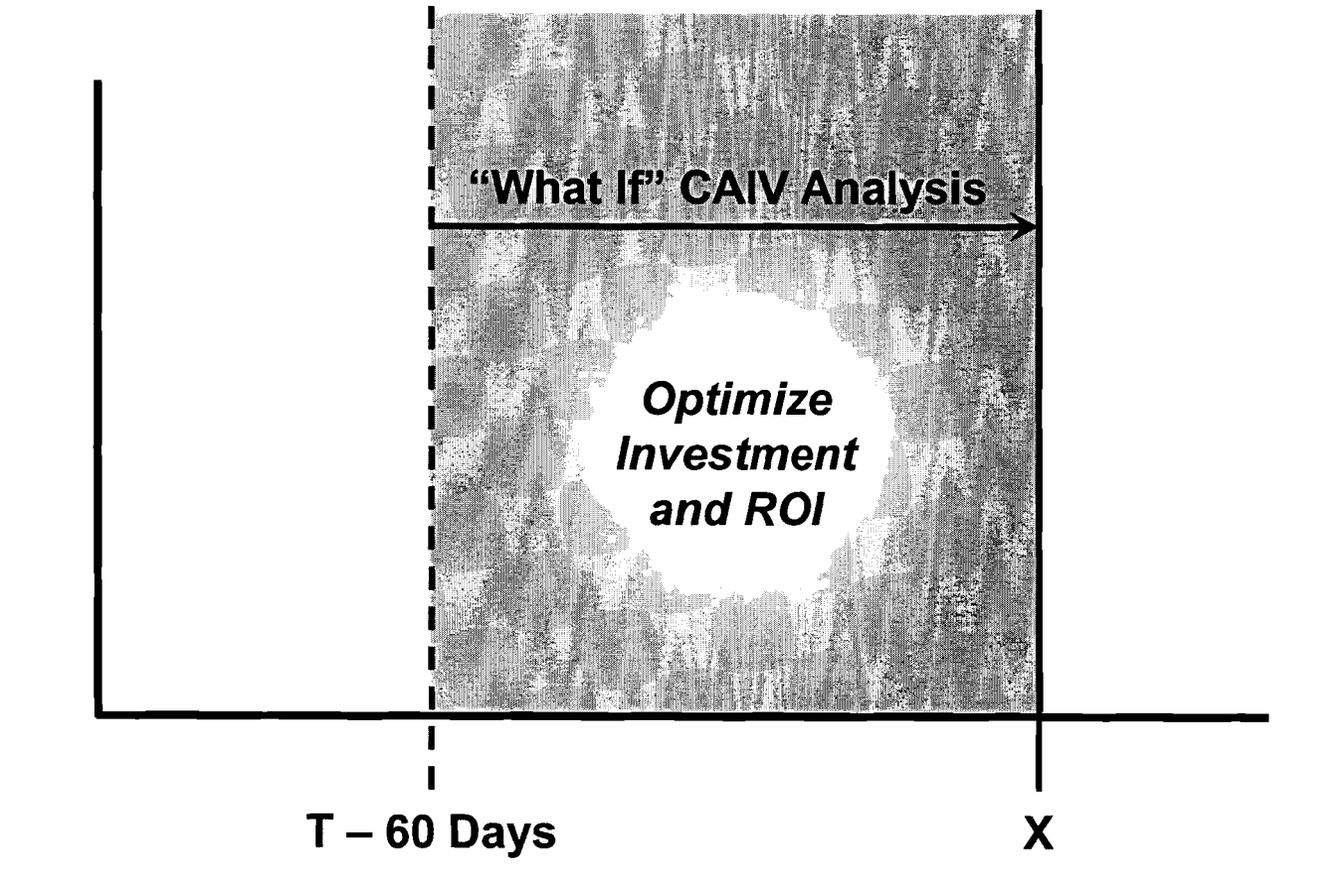


■ Schedule constraints considered

- Timely milestone approval
- Coordination with stakeholders
- Data availability
- IT infrastructure availability
- Facilities availability
- Government staff available for IPTs
- Workforce readiness
- New legislative constraints

■ Funding constraint mitigation

- Incremental approach provides flexibility
- Business case helps US-VISIT Program Office get support on Hill
- Support Congressional Approval Process



USVO 073



- **Because of our broad business transformation experience we have been using performance measures on our programs for many years**
- **We have identified quantitative metrics (or KPIs) to measure both operational success and work effectiveness success of US-VISIT**
- **Both sets of metrics are consistent with the mission and vision of the US-VISIT Program and the desired business outcomes**
- **The collecting and reporting of the agreed upon metrics are included in our work effectiveness measures**

Real-time performance measurement drives business outcomes



US-VISIT Program



Desired Outcomes

- Enhance Security
- Facilitate Trade and Travel
- Ensure Integrity
- Conform with Privacy Laws

Desired Outcomes

- On Time
- On Budget
- High Performance
- Satisfied Customers



We have proposed four work effectiveness measures:

- Performance
- Schedule
- Cost
- Customer Satisfaction

Pre-Task Order Start

- Each measure is mapped to the RFP and work breakdown structure
- Each target is mapped to the RFP and/or integrated master schedule
- Payment guidelines for each target are established

Post-Task Order Start

- Measures are agreed upon with DHS and SLAs established
- We execute, deliver, obtain acceptance, and invoice

Work effectiveness measures tell us we are on schedule, budget, and with high performance and satisfaction

(b)(4)

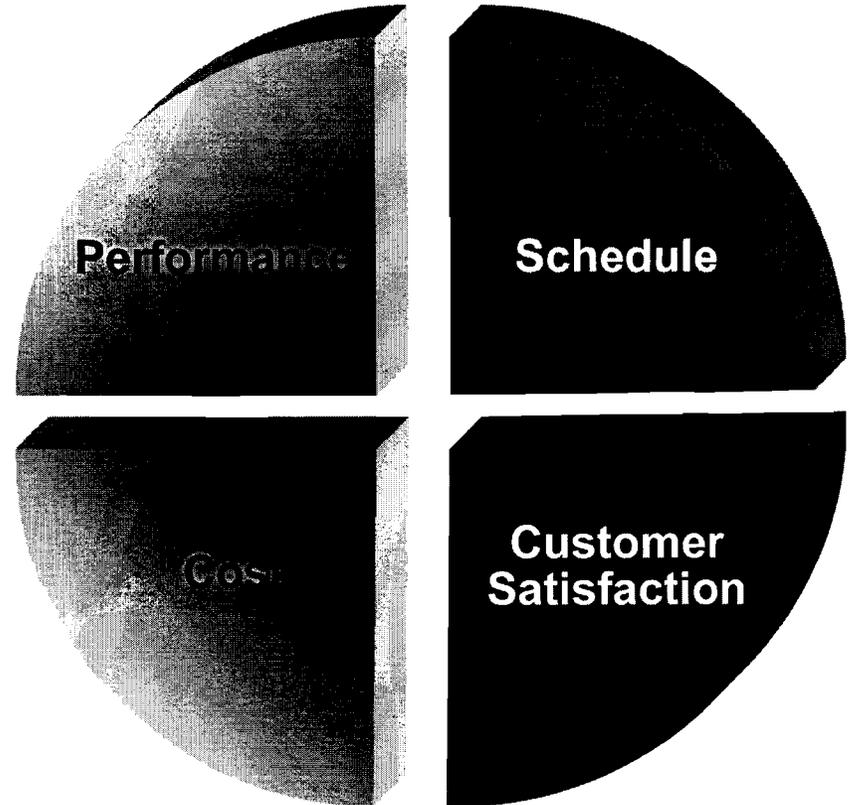
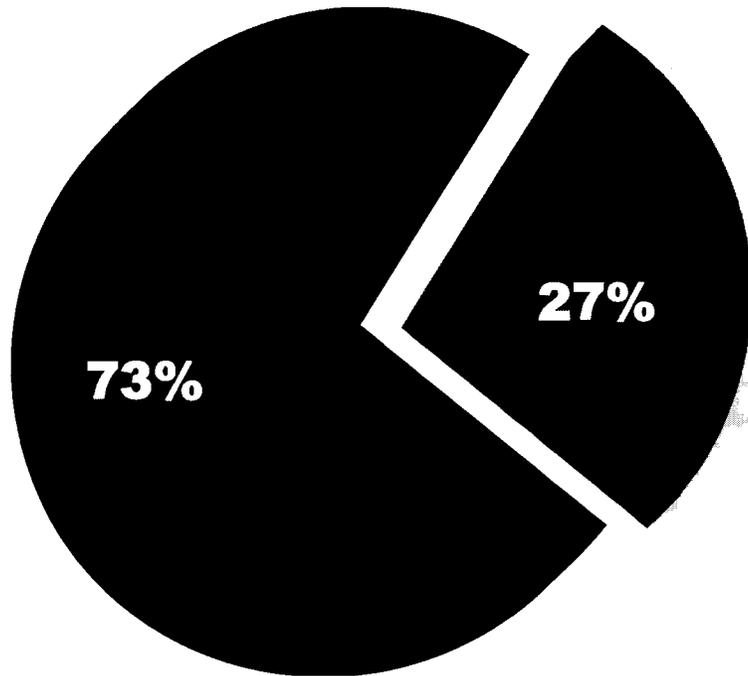
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Work Effectiveness Measures

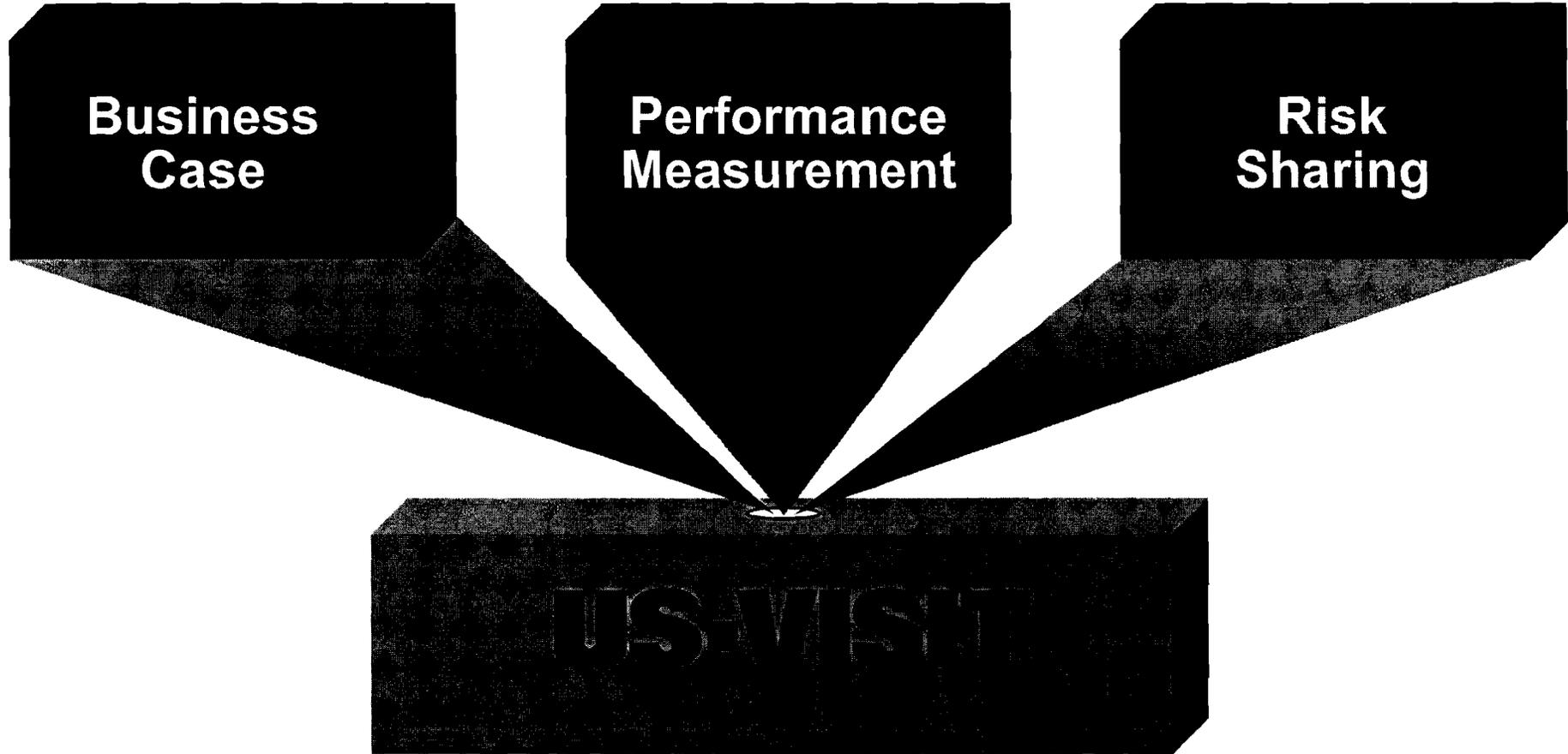




Task Order 002 US-VISIT Key Performance Indicators (Past Performance Criteria)		Performance and Outcome Measures	Impact to Total Price		
			Unsatisfactory	Satisfactory	Good
1	Performance	Systems Performance Satisfied	-1% to -3%	+0%	+0%
		Transition to Operations	-1% to -3%	+0%	+0%
2	Schedule	Entry Solution Deployed to 51 Land POEs by 12/31/04 (Site Certification Procedures Completed)	After 2/15/05 -1% to -3% (plus -3% after 1/22/05)	By 12/31/04 +0%	By 12/6/04 +4.0% By 11/19/04 +3% (plus +4% by 12/6/04)
		Exit Solution Deployed to 51 Land POEs by 6/30/05 (Site Certification Procedures completed)	After 8/15/05 -1%	By 6/30/05 +0%	NA
		90% Deliverables Accepted by Government Within 15 Working Days After On-Time Delivery	Late delivery -1% to -2%	On-time Delivery +0%	Early Delivery +0.0%
3	Cost	Fixed Price Incentive Fee Contract	NA	NA	NA
4	Customer Satisfaction	Customer Satisfaction Score via Survey	-1% to -5%	+0%	+0.0%
Total		Impact of Incentives/Dis-incentives on Total Fixed Price	Down to -20%	+0%	Up to +7%



**Incentives Are
Based on Customer
Satisfaction**



USVO 186

We tie our business case, performance measurements and compensation to your mission, objectives and satisfaction with our performance









