



DHS Comprehensive Acquisition Status Report

First Quarter, Fiscal Year 2016

June 3, 2016

Fiscal Year 2016 Report to Congress



Homeland
Security

Message from the Under Secretary for Management

June 3, 2016

I am pleased to present the “DHS Comprehensive Acquisition Status Report” for the first quarter of Fiscal Year (FY) 2016, which was prepared by the Office of Program Accountability and Risk Management (PARM).



The report was compiled pursuant to language in the *FY 2016 Department of Homeland Security (DHS) Appropriations Act* (P.L. 114-113) and accompanying House Report 114-215 and Senate Report 114-68. This report covers the first quarter of FY 2016 and provides the status of programs that are 1) listed and defined in the departmental memorandum titled, “Master Acquisition Oversight List,” dated October 20, 2015, and 2) had reported a new acquisition program baseline, a new acquisition decision memorandum (ADM), or a significant deviation with respect to acquisition cost, quantity, or schedule subsequent to the prior report.

Pursuant to congressional requirements, this report is being provided to the following Members of Congress:

The Honorable John R. Carter
Chairman, House Appropriations Subcommittee on Homeland Security

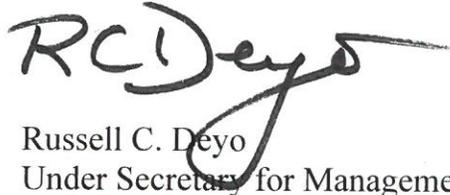
The Honorable Lucille Roybal-Allard
Ranking Member, House Appropriations Subcommittee on Homeland Security

The Honorable John Hoeven
Chairman, Senate Appropriations Subcommittee on Homeland Security

Honorable Jeanne Shaheen
Ranking Member, Senate Appropriations Subcommittee on Homeland Security

If you have any questions, please do not hesitate to contact me at (202) 447-3400 or the Department's Deputy Under Secretary for Management and Chief Financial Officer, Chip Fulghum, at (202) 447-5751.

Sincerely,

A handwritten signature in black ink that reads "RC Deyo". The signature is written in a cursive style with a long horizontal stroke extending to the right from the end of the name.

Russell C. Deyo
Under Secretary for Management

Executive Summary

P.L. 114-113 directs the DHS Under Secretary for Management to produce a Comprehensive Acquisition Status Report (CASR) to be included with the submission of the President's Budget, and quarterly updates to be submitted 45 days after the completion of each quarter.

PARM prepared this first quarter update to fulfill the quarterly reporting mandate. The data in this report were derived from the DHS source system, the Investment Evaluation, Submission and Tracking System. It also was supplemented with data from DHS acquisition program governance records (e.g., ADM) and coordinated with DHS Components and programs. Although this report shows anticipated future budgets for various DHS acquisitions, such funding levels do not represent a commitment by the Administration to request funds in any given fiscal year or at all. Future events will affect decisions about when, whether, and at what level to request future funding for acquisition programs and projects. Also, the report identifies potential program risks and shortfalls. In each case where a deficiency is identified, DHS Components are taking action to mitigate these risks and to resolve deficiencies.



DHS Comprehensive Acquisition Status Report First Quarter, Fiscal Year 2016

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I. Legislative Language

This report was compiled pursuant to language in the *Fiscal Year (FY) 2016 Department of Homeland Security (DHS) Appropriations Act* (P.L. 114-113) and accompanying House Report 114-215 and Senate Report 114-68.

P.L. 114-113 states:

Provided further, That the Under Secretary for Management shall include in the President’s budget proposal for fiscal year 2017, submitted pursuant to section 1105(a) of title 31, United States Code, a Comprehensive Acquisition Status Report, which shall include the information required under the heading “Office of the Under Secretary for Management” under title I of division D of the Consolidated Appropriations Act, 2012 (Public Law 112– 74), and shall submit quarterly updates to such report not later than 45 days after the completion of each quarter.

P.L. 114-113 further states:

SEC. 561. (a) Each major acquisition program of the Department of Homeland Security, as defined in Department of Homeland Security Management Directive 102–2, shall meet established acquisition documentation requirements for its acquisition program baseline established in the Department of Homeland Security Instruction Manual 102–01–001 and the Department of Homeland Security Acquisition Instruction/Guidebook 102–01–001, Appendix K. (b) The Department shall report to the Committees on Appropriations of the Senate and the House of Representatives in the Comprehensive Acquisition Status Report and its quarterly updates, required under the heading “Office of the Under Secretary for Management” of this Act, on any major acquisition program that does not meet such documentation requirements and the schedule by which the program will come into compliance with these requirements.

House Report 114-215 states:

As noted by GAO and in prior appropriations reports, proper oversight of DHS’s investment portfolio is essential to ensure that components are accountable for cost, schedule, and performance, and that Congress and DHS decision makers receive useful, accurate, up-to-date information. For that reason, the Committee retains statutory language requiring DHS to submit the Comprehensive Acquisition Status Report (CASR) with the budget request,

provide quarterly updates to Congress, and post an unclassified version of the CASR on the DHS public-facing website. All programs shall be displayed by appropriation and PPA.

Senate Report 114-68 states:

The bill continues the requirement for submission of a Comprehensive Acquisition Status Report in the President's fiscal year 2017 budget with quarterly updates to be submitted 45 days after the completion of each quarter. The requirements for the reports are described in House Report 112-331.

P.L. 112-74 states:

Provided further, That the Under Secretary for Management shall, pursuant to the requirements contained in the joint statement of managers accompanying this Act, provide to the Committees on Appropriations of the Senate and the House of Representatives a Comprehensive Acquisition Status Report with the President's budget for fiscal year 2013 as submitted under section 1105(a) of title 31, United States Code, and quarterly updates to such report not later than 30 days after the completion of each quarter.

The Explanatory Statement (House Report 112-331) accompanying P.L. 112-74 includes the following provision:

Comprehensive and Quarterly Acquisition Status Reports

In order to obtain the information necessary for in-depth congressional oversight, statutory language is included in this Act under "Office of the Under Secretary for Management" that requires a Comprehensive Acquisition Status Report to be included as part of the submission of the President's fiscal year 2013 budget, with quarterly updates to be submitted 30 days after the completion of each quarter. The requirements for both reports are addressed below.

The Comprehensive Acquisition Status Report shall include programs identified for Major Acquisition Oversight as defined in the Department memorandum titled "Department of Homeland Security Major Acquisition Oversight List" dated January 25, 2011, and programs that have been classified for major acquisition oversight subsequent to the referenced memorandum.

The Comprehensive Acquisition Status Report shall include for each major acquisition:

1. A narrative description to include current gaps and shortfalls, the capabilities to be fielded, and the number of planned increments and/or units;
2. Acquisition Review Board (or other board designated to review the acquisition) status of each acquisition, including the current acquisition phase, the date of the last review and a listing of the required documents that have been reviewed with the dates reviewed and/or approved;
3. The most current approved Acquisition Program Baseline (to include project schedules and events);
4. A comparison of the original Acquisition Program Baseline, the current Acquisition Program Baseline, and the current estimate;
5. Whether or not an Independent Verification and Validation has been implemented, with an explanation for the decision and a summary of any findings;
6. A rating of cost risk, schedule risk, and technical risk associated with the program (including narrative descriptions and mitigation actions);
7. Contract status (to include earned value management data as applicable);
8. A life-cycle cost of the acquisition, and time basis for the estimate;
9. A planned procurement schedule, including the best estimate of the annual cost and increments/units to be procured annually until procurement is complete;
10. A table delineated by appropriation that provides (for prior years; past year; current year; budget year; budget year plus one; budget year plus two; budget year plus three; budget year plus four and beyond; and total cost) the actual or estimated appropriations, obligations, unobligated authority, and planned expenditures;
11. The reason for any significant changes (from the previous comprehensive report) in acquisition quantity, cost, or schedule;
12. Key Events/Milestones from the prior fiscal year; and
13. Key Events/Milestones for the current fiscal year.

Quarterly reports shall include:

1. An updated status report on any major acquisition for which there has been an approved or a new acquisition program baseline, a new acquisition decision memorandum, or where there has been significant deviation from the prior report with respect to acquisition cost, quantity, or schedule (a significant change is any deviation in cost or quantity that exceeds eight percent or any change in schedule that exceeds six months).

2. A table depicting the title of the program, quantity and cost based on the original Acquisition Program Baseline, quantity and cost based on the most current acquisition program baseline, the quantity and cost of the most current estimate, and the explanation for any change in quantity and cost from prior reports.

3. If applicable, a copy of the acquisition decision memorandum, together with a copy of the Letter of Assessment signed by the Director of Testing and Evaluation.

The requirements described under this heading shall replace those included in Senate Reports 111–31 and 112–74.

II. Introduction

A. Background

Successful acquisition program management requires having the right people, policies, processes, and technologies in place to ensure effective use of taxpayer resources. This includes maturing the acquisition workforce, enhancing policy, managing the governance framework, providing ongoing program support when needed, conducting investment analysis, and promoting best practices. On October 01, 2011, the Department of Homeland Security (DHS) established the Office of Program Accountability and Risk Management (PARM) as the Management Directorate's executive office for acquisition program management. PARM works with DHS leaders and program managers to build acquisition program management capabilities across the Department.

B. Governance

DHS has developed a comprehensive approach to acquisition program management and oversight. Management Directive 102-01 (MD 102-01), *Acquisition Management*, approved in January 2010 and revised in December 2011, established departmental acquisition policies, processes, and formal Acquisition Review Boards (ARB) to provide governance for major departmental programs.

This Master Acquisition Oversight List (MAOL) is effective as of Oct 20, 2015, and supersedes the MAOL approved July 15, 2015. Acquisition program thresholds for capital assets are based on estimated program lifecycle costs. DHS Instructional Guidebook MD 102-01-001 defines capital assets program threshold levels as follows:¹

- Level 1 (Major) – Lifecycle Cost at or above \$1 billion
- Level 2 (Major) – Lifecycle Cost \$300 million or more, but less than \$1 billion
- Level 3 (non-Major) – Lifecycle Cost is less than \$300 million

DHS Acquisition Management Instruction Guidebook MD 102-01-001 also applies to the acquisition of enterprise services.² Acquisition program thresholds for enterprise services are based on annual expenditures. Enterprise services program threshold levels are as follows:

¹ Per DHS Instruction MD 102-01-001, capital assets are typically recognizable things that the government takes possession of, such as systems, vehicles or structures.

² Per DHS Instruction MD 102-01-001, enterprise services provide mission capability and support.

- Level 1 (Major) – Annual Expenditures at or above \$1 billion
- Level 2 (Major) – Annual Expenditures \$100 million or more, but less than \$1 billion
- Level 3 (non-Major) – Annual Expenditures are less than \$100 million

Additionally, an acquisition may be raised to a higher level by the Chief Acquisition Officer (CAO) if: (a) its importance to DHS’s strategic and performance plans is disproportionate to its size; (b) it has high executive visibility; (c) it impacts more than one DHS Component; (d) it has significant program or policy implications; (e) it has been designated as Special Interest, or (f) the Acquisition Decision Authority (ADA) recommends an increase to a higher acquisition level.

C. Description of Terminology Used in the Program Information Sections

In “Section III: Program Information,” there are instances where data are not required or available. For example, if the program is in the Need Phase of the MD 102-01 process, an Acquisition Program Baseline (APB) is not yet required. Table 2 for the program would show “Not Applicable” for the “Original APB” date, since the program does not have an APB to update. The “Current APB” date also would not be applicable. In Table 8, since an APB has not been approved, the “Approved By” and “Approval Date” columns would be labeled “Not Applicable.”

III. Program Information

This section shows the status of major DHS acquisition programs as of December 31, 2015. The programs are listed in alphabetical order by Component and in accordance with the requirements established in the most recently signed MAOL dated Oct 20, 2015. Section 4 of each program table below aligns with the FY 2016 President's Budget. While the CASR shows anticipated future budgets for various DHS acquisitions, such funding levels do not represent a commitment by the Administration to request funds in any given fiscal year, or at all. Future events will affect decisions about when, whether, and at what level to request future funding for acquisition projects.

Program Information Sections correspond to all P. L. 113-76 Explanatory Statement requirements as follows:

- Section 1: "General Information" – Fulfills Joint Explanatory Statement requirements #1, 2, & 8.
- Section 2: "APB Comparison" – Requirements #3 and 4
- Section 3: "Independent Verification & Validation (IV&V) Status" – Requirement #5
- Section 4a: "Budget and Funding Status" – Requirement #10
- Section 4b: "Procurement Quantity by Year" – Requirement #9
- Section 5a: "Top Cost Risks" – Requirement #6
- Section 5b: "Top Schedule Risks" – Requirement #6
- Section 5c: "Top Technical Risks" – Requirement #6
- Section 6a: "Contract Status" – Requirement #7
- Section 6b: "Planned Procurement Schedule" – Requirement #9
- Section 7a: "Key Events/Milestones for Previous 12 Months" – Requirement #12
- Section 7b: "Key Events/Milestones for Next 12 Months" – Requirement #13
- Section 7c: "APB Milestones" – Requirement #13
- Section 8: "Key Project Documents" – Requirement #2
- Section 9: "Reason for Any Significant Change from Previous Report" – Requirement #11

Additional details regarding Program Information Sections 1, 3, 4, 8, and 9 are provided below.

In an effort to standardize terminology across the Federal Government and industry, DHS has changed the nomenclature for the various levels of project and program management certifications to align with the Federal Acquisition Certification for Program and Project Managers. In Section 1: General Information, the DHS PM Certification Levels were previously designated as either Level I, II, or III. The new designations are Entry Level,

which is equivalent to Level I; Mid-Level, which is equivalent to Level II; and Senior Level, which is equivalent to Level III.

The Acquisition Review Board (ARB) date in the Last ARB block of Section 1 for each program comes from the following sources, in order of preference from high to low:

- Most recent DHS ARB or Acquisition Decision Memorandum (ADM)
- Most recent DHS Portfolio Review
- Most recent Component ARB

Programs that are Post ADE 3 are no longer reviewed by the ARB. For Post ADE 3 programs, the most recent DHS Portfolio Review or Component ARB date will be used.

The Life Cycle Cost Estimate (LCCE) in the LCCE block of Section 1 for each program comes from one of the following sources, in order of preference from high to low:

- Signed DHS LCCE at the approved 50-percent confidence level³
- Signed DHS APB LCCE approved threshold level⁴
- LCCE Point Estimate
- Independent Government Cost Estimate (IGCE) (for enterprise services programs only)
- Analysis of Alternatives (AoA)

The LCCE in Section 9 is derived strictly from the latest DHS approved APB and may not match the LCCE in Section 1.

The IV&V statuses provided in Table 3 identify levels of performance risk, characterized as a Composite Risk Score, for each program included in the CASR except for those programs identified as “Service” or “Sustainment.” These programs are denoted with “Not Applicable” in The Composite Risk Score section and “None” in the Summary of Results.

The Composite Score is calculated based on four primary measures: Cost Variance, Schedule Variance, Risk Register Update, and Policy and Governance Compliance.

- **Cost Variance:** This measure compares actual costs to baseline costs at points within program execution. The Cost Variance calculation is consistent with Office of Management and Budget (OMB) guidance.

³ Using whichever document is most current

⁴ Using whichever document is most current

- **Schedule Variance:** This measure compares actual schedule performance to the schedule baseline at points within program execution. The Schedule Variance calculation is consistent with OMB guidance.
- **Risk Register Update:** This measure considers the frequency within which a program examines its risks for continued relevancy or adds new risks. Risk Register Update is consistent with evaluation factors for the Federal Information Technology (IT) Dashboard.
- **Policy and Governance Compliance:** This measure assesses a program's compliance with DHS MD 102-01.

A scoring model is applied to the program data collected from the enterprise systems and numeric scores are assigned. These scores are averaged to calculate the Composite Risk Score for that program. Programs with higher Composite Risk Scores are assessed to have higher potential risk.

The Budget and Funding Status (Section 4a) contains updated definitions for the 2016 annual CASR. The table below contains these updated definitions. Project Funding now is determined by the year of enactment in order to report by Appropriation and program/project/activity (PPA).

Budget and Funding Status (Section 4a) Definitions				
	Past Years	FY 2015 (Revised Enacted)	FY 2016 (Enacted)	Outyears
Project Funding	Funds that were enacted prior to FY 2015.	Funds that were enacted in FY 2015 including rescission, reprogramming, and transfers.	Funds that were enacted in FY 2016.	Project Request for anticipated future year funding.
Obligations	Obligations from funds enacted prior to FY 2015 as of December 31, 2015.	Obligations as of December 31, 2015.	Obligations as of December 31, 2015.	N/A
Unobligated Balance	Unobligated balances from funds enacted prior to FY 2015 as of December 31, 2015.	Unobligated balances as of December 31, 2015.	Unobligated balances as of December 31, 2015.	N/A
Expenditures	Expenditures from funds enacted prior to FY 2015 as of December 31, 2015.	Expenditures as of December 31, 2015.	Expenditures as of December 31, 2015.	N/A

*In cases where there is multi-year or no-year funding, obligations and expenditures in each column reflect those made against funds from that source fiscal year, not necessarily in the year in which obligations or expenditures occurred.

The “Key Project Documents” in Section 8 include information for DHS acquisition programs that pre-date MD 102-01. These programs are considered to be in compliance by DHS, provided the program had the appropriate documentation approvals under the

previous policy. On May 09, 2013, the Under Secretary for Management waived acquisition documentation requirements for 42 programs that were in sustainment when MD 102-01 was approved. For those programs, waived key documents are identified by “DHS – Waived by ADM.”

QUARTERLY PROGRAM UPDATES

COMPONENT & PROGRAM	ORIGINAL APB		MOST CURRENT APB		Reason for Inclusion	DATE	EXPLANATION OF CHANGES/UPDATES/GUIDANCE
	QTY	COST (\$M)	QTY	COST (\$M)			
<i>CBP – Integrated Fixed Towers (IFT)</i>	6	\$960.840	N/A	N/A	ADM	Dec 21, 2015	<i>Approval for Rebaseline and Breach Removal.</i>
<i>FEMA – NFIP Information Technology Systems Phoenix</i>	N/A	N/A	N/A	N/A	ADM	Dec 07, 2015	<i>Acquisition Decision Event 1 (ADE – 1) approved and the program is designated Level 2 IT investment.</i>
<i>NPPD – Continuous Diagnostics and Mitigation (CDM)</i>	N/A	\$3,249.000	N/A	\$3,583.000	ADM	Oct 06, 2015	<i>Acquisition Decision Event (ADE) 2B Phase 2 approval.</i>
<i>NPPD – National Cybersecurity Protection System (NCPS)</i>	N/A	\$1,951.000	N/A	\$5,692.000	ADM	Dec 02, 2015	<i>Action to contract for an independent third party organization to evaluate and formally comment on the efficacy of the NCPS program relating to its approach in promoting the NPPD cyber security mission.</i>
<i>TSA – Technology Infrastructure Modernization (TIM) Program</i>	N/A	\$398.110	N/A	N/A	ADM	Nov 30, 2015	<i>Postponement of the ARB rebaseline decision.</i>
<i>USCIS – Transformation</i>	N/A	\$2,073.800	N/A	\$3,118.390	ADM	Dec 22, 2015	<i>ARB to conduct a biannual program review.</i>
<i>USCIS – Verification (VER)</i>	N/A	\$3,663.230	N/A	N/A	ADM	Oct 06, 2015	<i>ADE 2A/B approval.</i>

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U.S. Customs and Border Protection (CBP)

CBP – Integrated Fixed Towers (IFT)

1 GENERAL INFORMATION (#1, #2, #8)													
Investment	CBP – Integrated Fixed Towers (IFT)	Last ARB	Jun 24, 2015	Level	Level 2	Phase	Obtain	LCCE (\$M)	\$1,138.069	LCCE Date	Dec 04, 2015	Reporting Period	Q1FY2016
DHS PM Certification	Senior Level												
Investment Description	<p>Integrated Fixed Towers (IFT) provides automated, persistent wide-area surveillance for the detection, tracking, identification, and classification of illegal entries. In threat areas where mobile surveillance systems cannot be a viable and/or long-term solution, IFTs equipped with sensor suites and communication equipment can be deployed to provide automated, persistent wide-area surveillance for the detection, tracking, identification, and classification of illegal entries. When multiple IFT units are integrated into a system with a common operating picture (COP), Border Patrol will be able to increase situational awareness and be able to monitor a larger area of interest. With an IFT system, a single COP operator can maintain persistent surveillance over a large area, whereas previously, multiple agents exposed to threats were required to provide coverage in the same amount of area.</p> <p>The IFT program addresses a capability gap by specifically addressing the land-based aspects of securing the border in the following six Arizona Stations Areas of Responsibility (AOR); Nogales (NGL), Sonoita (SON), Douglas (DGL), Casa Grande, Ajo (AJO), and Wellton (WEL). Incremental deployment of the IFT system to the Nogales AOR will be the base quantity, and the deployments to the remaining five AORs can be exercised as options.</p>												

2 APB COMPARISON (#3, #4)					
Original APB	Mar 15, 2012	Current APB	Original APB still current	Comparison	Not Applicable

3 IV&V STATUS (#5)			
Composite Risk Score (1-5, lower is better)	3.25	Summary of Results	<ul style="list-style-type: none"> - Program reports meeting cost targets. - Program has not updated risk register within the past month. - Program is missing one approved MD-102 document.

4a BUDGET AND FUNDING STATUS (dollars in \$000) (#10)

	Prior Years	Past Year FY15	Current Year FY16	Budget Year FY17	BY+1 FY18	BY+2 FY19	BY+3 FY20	BY+4 (FY21) and Beyond	Total
Project Funding	\$ 163,587	\$ 26,583	\$ 31,448	\$ 52,130	\$ 49,356	\$ 31,934	\$ 35,493	\$ 205,584	\$ 596,115
PC&I - Securing America's Borders				\$ 43,459	\$ 32,284	\$ 12,301	\$ 10,197	\$ -	
O&S - Securing America's Borders				\$ 8,671	\$ 17,072	\$ 19,633	\$ 25,296	\$ 205,584	
Funding Status	Total								
Obligations	\$ 115,840	\$ 8,883	\$ 403						
Unobligated Balance	\$ 37,090	\$ 17,700	\$ 31,045						
Expenditures	\$ 65,266	\$ 4,315	\$ 402						
Funding Status	Legacy Appropriation:	Border Security Fencing, Infrastructure, and Technology							
	Legacy PPA:	Development and Deployment							
Project Funding			\$ 19,000						
Obligations			\$ 1						
Unobligated Balance		\$ -	\$ 18,999						
Expenditures									
Funding Status	Legacy Appropriation:	Border Security Fencing, Infrastructure, and Technology							
	Legacy PPA:	Operations and Maintenance							
Project Funding		\$ 25,002	\$ 11,108						
Obligations		\$ 7,302	\$ -						
Unobligated Balance		\$ 17,700	\$ 11,108						
Expenditures		\$ 2,734	\$ -						
Funding Status	Legacy Appropriation:	Salaries and Expenses							
	Legacy PPA:	Technology, Innovation and							
Project Funding		\$ 1,581	\$ 1,340						
Obligations		\$ 1,581	\$ 402						
Unobligated Balance		\$ -	\$ 938						
Expenditures		\$ 1,581	\$ 402						

4b PROCUREMENT QUANTITY BY YEAR (# 9)

	Prior Years	Past Year	Current Year	Budget Year	BY+1	BY+2	BY+3	BY+4 and Beyond	Total
Quantity of End Units or System(s)									
Comment(s)									

5a TOP COST RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Risk Description	If deployments are executed beyond the Contract Delivery Schedule Periods of Performance, then contractor pricing will increase, perhaps significantly	Type	Cost	Probability	Medium	Impact	Medium
Mitigation Strategy	The mitigation plan is to negotiate revised pricing based on anticipated schedule delays as far in advance as possible to obtain a revised AOR pricing favorable to the Government.						

5b TOP SCHEDULE RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Risk Description	If the Environmental Assessment (EA) for the Organ Pipe Cactus National Monument of the Ajo-1 Project Area for a Block 1 Refresh must be modified and supplemented, then the Block 1 Ajo-1 Refresh Project may fail due to unexecutable cost and schedule	Type	Schedule	Probability	Medium	Impact	Medium
Mitigation Strategy	Ensure all necessary parties are informed early in the process of the AJO-1 replacement options for the Block 1 technology, in particular, the Department of the Interior and the Park Managers; ensure there is sufficient planning time built in that supports the timing of the impacted tower and focus on other tower deployments, leaving the deployment in Organ Pipe as potentially the final deployment in AJO-1; ensure adequate risk margin is factored into the cost estimate.						

5c TOP TECHNICAL RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Risk Description	If the buildings that house the OTIA C2 Centers have inadequate lightning protection, then the OTIA IFT technology program may not be able to afford projects if the expense to make lightning protection meet acceptable standards is too great.	Type	Technical	Probability	High	Impact	Medium
Mitigation Strategy	Plan is to identify engineering services contract to gather and analyze data with respect to lightning protection and grounding systems and to bring lightning protection and grounding systems to current standards.						

6a CONTRACT STATUS (#7) Top 5 Contracts by Dollar Level

Contract Number	Status	Description of Product or Service	Type	Start Date	End Date	EVM in Contract?	Total Value (\$M)
HSBP1014C00004	Awarded	Fixed sensor towers consist of steel, self-	Firm Fixed Price	Feb 26, 2014	Feb 23, 2022	No	\$147.162

6a CONTRACT STATUS (#7) Top 5 Contracts by Dollar Level

		supported monopole or lattice towers that serve as a platform for multi-spectral sensor suites. Sensor suites consist of a variety of commercial products that enable persistent surveillance within a field of view. A C2CEN, typically located at a Border Patrol Station headquarters, consists of hardware and software, including a COP, required for system operation and monitoring, video capture and storage. Backhaul communications allows multiple sensor towers within an AOR to be netted for control and annunciation to a COP.					
HSBP9840005480	Awarded	IFT Command and Control (C2) Facility Design and Construction (NGL, SON, DGL, AJO, WEL)	Other	Jul 11, 2012	Sep 30, 2014	No	\$17.744
HSBP1014X00121	Awarded	IFT Site-Road Construction, C2 Renovation, Environmental, Real Estate.	Other	Aug 15, 2014	Aug 14, 2015	No	\$7.741
HSBP1012X00125	Awarded	Station Communications Tower Modification/Installation.	Other	Oct 31, 2012	Sep 30, 2014	No	\$4.710
HSBP1012X00067	Awarded	Test and Evaluation Support.	Other	Mar 05, 2012	Dec 16, 2014	No	\$3.293

6b PLANNED PROCUREMENT SCHEDULE (#9) Top 5 Contracts by Dollar Level

Contract Number	Status	Description of Product or Service	Type	Start Date	End Date	EVM in Contract?	Total Value (\$M)
No Planned Procurements Reported							

7a KEY EVENTS/ MILESTONES FOR PREVIOUS 12 MONTHS (#12) (Period between Dec31, 2014 to Dec 31, 2015)

Description	AOR 6 (formerly Wellton) IFT Deployment	Completion Date	Aug 03, 2015
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7b KEY EVENTS/ MILESTONES FOR THE NEXT 12 MONTHS (#13) (Period between Dec 31, 2015 to Dec 31, 2016)

Description	Douglas AOR IFT Deployment	Completion Date	Oct 31, 2016
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7c APB MILESTONES (#13) (Oct 01, 2014 Thru Final Operational Capability Delivery)

Description	FOC	Completion Date	Sep 30, 2015
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8 KEY PROJECT DOCUMENTS (#2)						
Approved MNS	Yes	Approved By	Component Approved	Approval Date	Oct 01, 2006	
Approved ORD	Yes	Approved By	DHS Approved	Approval Date	Mar 15, 2012	
Approved AP	Yes	Approved By	DHS Approved	Approval Date	Mar 13, 2012	
Approved APB	Yes	Approved By	DHS Approved	Approval Date	Mar 15, 2012	
Approved TEMP	Yes	Approved By	DHS Approved	Approval Date	Nov 27, 2013	
Approved ILSP	Yes	Approved By	DHS Approved	Approval Date	Mar 15, 2012	
Approved LCCE	Yes	Approved By	DHS Approved	Approval Date	Dec 04, 2015	

9 REASON FOR ANY SIGNIFICANT CHANGE FROM PREVIOUS REPORT (#11)			
Criteria	Previous Report	Current Report	Reason for Change
Quantity	6 AORs	6 AORs	No change from previous report.
APB Cost Threshold (\$M)	\$960.840	\$960.840	No change from previous report.
Schedule (FOC)	FY2015	FY2015	No change from previous report.

Federal Emergency Management Agency (FEMA)

FEMA – NFIP IT Phoenix

1 GENERAL INFORMATION (#1, #2, #8)													
Investment	FEMA – NFIP IT Phoenix	Last ARB		Level		Phase		LCCE (\$M)		LCCE Date		Reporting Period	
DHS PM Certification	Senior Level	Sep 24, 2015	Level 2	Need	\$150.802	Mar 26, 2015	Q1FY2016						
Investment Description	FEMA - NFIP IT Phoenix is the transformation project designated to enhance the legacy NFIP IT automated processes to correct identified performance gap deficiencies. The National Flood Insurance Program (NFIP) Information Technology (IT) Systems and Services Program provides the underlying IT support for the Flood Insurance Program. NFIP flood insurance is designed to provide an alternative to disaster assistance to meet the escalating cost of repairing damage to buildings and their contents caused by floods.												

2 APB COMPARISON (#3, #4)					
Original APB	Not Applicable	Current APB	Not Applicable	Comparison	Not Applicable

3 IV&V STATUS (#5)			
Composite Risk Score (1-5, lower is better)	Not Applicable	Summary of Results	New Program

4a BUDGET AND FUNDING STATUS (dollars in \$000) (#10)									
	Prior Years	Past Year FY15	Current Year FY16	Budget Year FY17	BY+1 FY18	BY+2 FY19	BY+3 FY20	BY+4 (FY21) and Beyond	Total
Project Funding	\$ 21,481	\$ 21,095	\$ 22,338	\$ 20,321	\$ 23,720	\$ 27,904	\$ 41,557	\$ 24,298	\$ 202,714
NFIF-PC&I									
Funding Status	Legacy Appropriation	National Flood Insurance Fund							
	Legacy PPA:	Flood Mitigation and Flood Insurance Operations							
Obligations	\$ 11,284	\$ 5,310	\$ 348						
Unobligated Balance	\$ 10,197	\$ 15,785	\$ 21,990						
Expenditures	\$ 11,284	\$ 5,310	\$ -						

Note: In order to address the unobligated balances, FEMA plans to align project actuals within the upcoming FYHSP Report cycle. This will reflect the actual program request/cost and align more accurately to portray the actual program costs reported.

4b PROCUREMENT QUANTITY BY YEAR (# 9)

	Prior Year - FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 and Beyond	Total
Quantity of End Units or System(s)									
Comment(s)	Quantities are not applicable for this acquisition.								

5a TOP COST RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Risk Description	No Cost Risks meet CASR Criteria	Type	Cost	Probability		Impact	
Mitigation Strategy							

5b TOP SCHEDULE RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Risk Description	If Phoenix acquisition schedule is not managed, then the acquisition may experience delays.	Type	Schedule	Probability	High	Impact	High
Mitigation Strategy	Schedule risks are analyzed by using critical path method (CPM) to create a project schedule and then analyzing the low and high ranges for the uncertainty in the activity durations. Dependencies on other organizations are identified and focus is provided to ensure that the dependency is understood by all, that the impact of delays are understood in terms of the impact on final delivery, and that issues are communicated and escalated effectively.						

5c TOP TECHNICAL RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Risk Description	If the complex process of the Phoenix acquisition is not well managed, then appropriate execution of the acquisition may be at risk.	Type	Technical	Probability	High	Impact	High
Mitigation Strategy	Managed via detailed project planning, professional and appropriately skilled project management, timely meeting and communication with all project participants, stakeholders, business, and IT management. Funding for FY 2016 new positions has been requested and secured.						

6a CONTRACT STATUS (#7) Top 5 Contracts by Dollar Level

Contract Number	Status	Description of Product or Service	Type	Start Date	End Date	EVM in Contract?	Total Value (\$M)
No Contracts Reported							

6b PLANNED PROCUREMENT SCHEDULE (#9) Top 5 Contracts by Dollar Level

Contract Number	Status	Description of Product or Service	Type	Start Date	End Date	EVM in Contract?	Total Value (\$M)
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6b PLANNED PROCUREMENT SCHEDULE (#9) Top 5 Contracts by Dollar Level

No Planned Procurements Reported							
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7a KEY EVENTS/ MILESTONES FOR PREVIOUS 12 MONTHS (#12) (Period between Dec 31, 2014 to Dec 31, 2015)

Description	No Key Events Reported	Completion Date	
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7b KEY EVENTS/ MILESTONES FOR THE NEXT 12 MONTHS (#13) (Period between Dec 31, 2015 to Dec 31, 2016)

Description	ADE 2A GATE(SELC)	Completion Date	Oct 03, 2016
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7c APB MILESTONES (#13) (Oct 01, 2014 Thru Final Operational Capability Delivery)

Description	ADE 1	Completion Date	Sep 24, 2015
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8 KEY PROJECT DOCUMENTS (#2)

Approved MNS	Yes	Approved By	DHS Approved	Approval Date	Jun 08, 2015
Approved ORD	Yes	Approved By	Component Approved	Approval Date	May 31, 2013
Approved AP	No	Approved By	N/A	Approval Date	N/A
Approved APB	No	Approved By	N/A	Approval Date	N/A
Approved TEMP	No	Approved By	N/A	Approval Date	N/A
Approved ILSP	No	Approved By	N/A	Approval Date	N/A
Approved LCCE	No	Approved By	N/A	Approval Date	N/A

9 REASON FOR ANY SIGNIFICANT CHANGE FROM PREVIOUS REPORT (#11)

Criteria	Previous Report	Current Report	Reason for Change
Quantity	Not Applicable	Not Applicable	Not Applicable
APB Cost Threshold (\$M)	Not Applicable	Not Applicable	Not Applicable
Schedule (FOC)	Not Applicable	Not Applicable	Not Applicable

National Protection and Programs Directorate (NPPD)

NPPD – Continuous Diagnostics and Mitigation (CDM)

1 GENERAL INFORMATION (#1, #2, #8)							
Investment	NPPD – Continuous Diagnostics and Mitigation (CDM)	Last ARB	Level	Phase	LCCE (\$M)	LCCE Date	Reporting Period
DHS PM Certification	Mid-Level	Aug 31, 2015	Level 1	Mixed; Analyze/ Select & Obtain	\$3,454.722	Aug 31, 2015	Q1FY2016
Investment Description	<p>The Continuous Diagnostics and Mitigation (CDM) program furthers the ability to execute the responsibilities delegated to DHS in OMB Memorandum M-10-28. The continuous monitoring trends, when cross-correlated with US-CERT and EINSTEIN, will allow DHS to provide a Federal civilian governmentwide view on security measures needing priority attention. Additionally, the cyber diagnostic strategy will provide timely, targeted, and prioritized visibility into security issues, allowing agencies to address the worst problems first. The program provides tested continuous monitoring, diagnosis, and mitigation activities. DHS will centrally oversee the procurement, operations, and maintenance of diagnostic sensors (tools) and dashboards deployed to each agency. In addition, DHS will maintain a dashboard to provide situational awareness on a federal level. This initiative is in direct support of the Administrations Cross-Agency Priority goal for implementing continuous monitoring across the federal networks.</p> <p>The CDM program provides tested continuous monitoring, diagnosis, and mitigation activities designed to strengthen the security posture of the Federal Government’s networks (124 civilian agencies). Under this program, DHS will centrally oversee the procurement and operations of diagnostic sensors (tools) and dashboards deployed to each participating agency.</p>						

2 APB COMPARISON (#3, #4)					
Original APB	Current APB	Comparison			
Sep 09, 2013	Aug 28, 2015	Program Cost and Schedule Re-baseline.			

3 IV&V STATUS (#5)			
Composite Risk Score (1-5, lower is better)	Summary of Results		
2	<ul style="list-style-type: none"> - Program reports meeting cost target and significant deviation from its schedule baseline. - Program updated its risk register within 30 days - All required MD-102 documents are submitted and approved 		

4a BUDGET AND FUNDING STATUS (dollars in \$000) (#10)

	Prior Years	Past Year FY15	Current Year FY16	Budget Year FY17	BY+1 FY18	BY+2 FY19	BY+3 FY20	BY+4 (FY21) and Beyond	Total
Project Funding	\$ 356,303	\$ 204,071	\$ 102,659	\$ 274,801	\$ 140,191	\$ 158,012	\$ 157,117	\$ 1,098,361	\$ 2,491,515
PC&I - Protect Infrastructure				\$ 266,971	\$ 128,588	\$ 146,618	\$ 147,867	\$ 995,118	
O&S - Protect Infrastructure				\$ 7,830	\$ 11,603	\$ 11,394	\$ 9,250	\$ 103,243	
Funding Status	Legacy Appropriation: Infrastructure Protection & Security								
	Legacy PPA: Federal Network Security								
Obligations	\$ 356,303	\$ 196,851	\$ 10,758						
Unobligated Balance	\$ -	\$ 7,220	\$ 91,901						
Expenditures	\$ 137,844	\$ 48,326	\$ 2,478						

4b PROCUREMENT QUANTITY BY YEAR (# 9)

	Prior Year - FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 and Beyond	Total
Quantity of End Units or System(s)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Not Applicable
Comment(s)	Quantities are not applicable for this acquisition.								

5a TOP COST RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Risk Description	If accurate and comprehensive agency network specifications are not clearly defined early enough in the CDM Program lifecycle, then the initial Task Orders may fail to satisfy customer needs and may be priced disadvantageously (vendors may see too much risk in poorly defined network environments).	Type	Cost	Probability	Medium	Impact	High
Mitigation Strategy	Working with early engagement group to gain a clear understanding of current tools, size of gap, and any other complexities that need to be identified in the Task Orders and providing checklist of network information required. Establishing earned value metrics to measure agency progress in satisfying TO information requirements to provide visible and easily understood way to measure progress.						

5b TOP SCHEDULE RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Risk Description	If the program accelerates as quickly as OMB and events appear to dictate, then agencies may not have sufficient resources to operationalize.	Type	Schedule	Probability	High	Impact	High
Mitigation Strategy	Work with DHS Leadership to ensure program remains a top priority throughout lifecycle						
Risk Description	If agencies are federated and cannot reach consensus on their CDM approach, then contractor and acquisition schedules may be	Type	Schedule	Probability	Medium	Impact	High

5b TOP SCHEDULE RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

	delayed and agency networks will remain vulnerable.						
Mitigation Strategy	Establish a CDM escalation process which includes the appropriate leadership level with Agencies' Senior Leadership as well as OMB and other entities as appropriate.						

5c TOP TECHNICAL RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Risk Description	If resource levels are not sufficient to execute the amount of work for this program, then the schedule and operational performance of the planned systems may be affected.	Type	Technical	Probability	High	Impact	High
Mitigation Strategy	Added 15 FFRDC contract positions to support federal PMO organization. Working with Human Capital to expedite filling existing vacancies and planning to fill FY16 approved positions.						

6a CONTRACT STATUS (#7) Top 5 Contracts by Dollar Level

Contract Number	Status	Description of Product or Service	Type	Start Date	End Date	EVM in Contract?	Total Value (\$M)
HSSA01-12-X-0178	Awarded	Assisted Acquisition Support	Firm Fixed Price	Sep 06, 2012	Aug 31, 2018	Yes	\$236.380
HSSA01-14-X-2202	Awarded	Systems Engineering and Cybersecurity Advice	Time and Materials	May 28, 2014	Aug 31, 2015	No	\$53.544
HSSA03-13-C-5101	Awarded	Provide actual testing of CDM prior to implementation	Time and Materials	Sep 30, 2013	Sep 30, 2018	No	\$15.860
HSSA01-13-X-2713	Awarded	CDM Operational Test Agent	Time and Materials	May 30, 2013	May 19, 2018	No	\$5.430
HSSA01-12-X-0179	Awarded	Development and Demonstration	Firm Fixed Price	Nov 01, 2014	Nov 30, 2014	No	\$3.105

6b PLANNED PROCUREMENT SCHEDULE (#9) Top 5 Contracts by Dollar Level

Contract Number	Status	Description of Product or Service	Type	Start Date	End Date	EVM in Contract?	Total Value (\$M)
No Planned Procurements Reported							

7a KEY EVENTS/ MILESTONES FOR PREVIOUS 12 MONTHS (#12) (Period between Dec 31, 2014 to Dec 31, 2015)

Description	Release 1 Design/User Experience (UX)	Completion Date	Jan 01, 2015
Description	Commodity Maintenance Buy	Completion Date	Mar 15, 2015
Description	Task Order 2 Group B	Completion Date	Apr 27, 2015
Description	Task Order 2 Group A	Completion Date	Jun 17, 2015
Description	Task Order 2 Group C	Completion Date	Aug 30, 2015
Description	Release 2 Conceptualization / Planning	Completion Date	Aug 30, 2015
Description	Task Order 2 Group D	Completion Date	Sep 16, 2015
Description	Task Order 2 Group E	Completion Date	Sep 30, 2015

7b KEY EVENTS/ MILESTONES FOR THE NEXT 12 MONTHS (#13) (Period between Dec 31, 2015 to Dec 31, 2016)

Description	Delivery Order PRIV	Completion Date	Dec 30, 2015
Description	Task Order 2 Group F	Completion Date	Feb 01, 2016
Description	Delivery Order CRED	Completion Date	Mar 31, 2016

7c APB MILESTONES (#13) (Oct 01, 2014 Thru Final Operational Capability Delivery)

Description	IOC	Completion Date	Dec 31, 2016
Description	Integration & Testing Readiness Review	Completion Date	Jan 31, 2017
Description	Operational Test Readiness Review	Completion Date	Dec 31, 2016
Description	ADE 3	Completion Date	Feb 28, 2017
Description	FOC	Completion Date	Dec 31, 2018

8 KEY PROJECT DOCUMENTS (#2)

Approved MNS	Yes	Approved By	DHS Approved	Approval Date	Aug 18, 2012
Approved ORD	Yes	Approved By	DHS Approved	Approval Date	Jun 24, 2015
Approved AP	Yes	Approved By	DHS Approved	Approval Date	May 09, 2013
Approved APB	Yes	Approved By	DHS Approved	Approval Date	Apr 24, 2014
Approved TEMP	Yes	Approved By	DHS Approved	Approval Date	Apr 03, 2014
Approved ILSP	Yes	Approved By	DHS Approved	Approval Date	Dec 19, 2014
Approved LCCE	Yes	Approved By	DHS Approved	Approval Date	Aug 31, 2015

9 REASON FOR ANY SIGNIFICANT CHANGE FROM PREVIOUS REPORT (#11)

Criteria	Previous Report	Current Report	Reason for Change
Quantity	Not Reported	Not Reported	Not Applicable
APB Cost Threshold (\$M)	\$3,583.000	\$3,583.000	No change from previous report.
Schedule (FOC)	FY2018	FY2018	No change from previous report.

NPPD – National Cybersecurity & Protection System (NCPS)

1 GENERAL INFORMATION (#1, #2, #8)							
Investment	NPPD – National Cybersecurity & Protection System (NCPS)	Last ARB	Level	Phase	LCCE (\$M)	LCCE Date	Reporting Period
DHS PM Certification	Not Certified	July 20, 2015	Level 1	Mixed; Obtain, Produce/ Deploy & Support	\$5,028.611	Apr 11, 2014	Q1FY2016
Investment Description	<p>Network Security Deployment (NSD) is responsible for the development, acquisition, deployment, operations, and maintenance of the National Cybersecurity Protection System (NCPS), operationally known as EINSTEIN. NCPS is an integrated system comprised of 4 increments, intrusion detection, analytics, intrusion prevention, and information sharing that is used to defend federal and civilian departments' and agencies' IT infrastructure from cyber threats. It consists of the hardware, software, supporting processes, training, and services that are being developed and acquired to support Network Security Deployments mission requirements as delineated in the Comprehensive National Cybersecurity Initiative (CNCI).</p> <p>The NSD is now deploying the NCPS EINSTEIN intrusion prevention capability, known as EINSTEIN 3 Accelerated (E3A), to address gaps for defending federal and civilian departments and agencies from cyber threats. Additionally, NSD is in the planning and design stages for its information sharing capability. NSD employs an incremental modular approach to developing and contracting for its IT solutions in support of the NCPS.</p>						

2 APB COMPARISON (#3, #4)					
Original APB	Current APB	Comparison	Cost, Schedule, and KPPs updated in APB based on the introduction of Block 2.2 Information Sharing. APB v4.0		
Feb 09, 2009	Jan 09, 2015				

3 IV&V STATUS (#5)			
Composite Risk Score (1-5, lower is better)	Summary of Results		
1	<ul style="list-style-type: none"> - Program reports meeting cost and schedule targets. - Program updated its risk register within 30 days. - All required MD 102-01 documents are submitted and approved. 		

4a BUDGET AND FUNDING STATUS (dollars in \$000) (#10)

	Prior Years	Past Year FY15	Current Year FY16	Budget Year FY17	BY+1 FY18	BY+2 FY19	BY+3 FY20	BY+4 (FY21) and Beyond	Total
Project Funding	\$ 1,437,172	\$ 359,000	\$ 460,514	\$ 471,079	\$ 420,150	\$ 435,595	\$ 438,653	\$ 1,171,978	\$ 5,194,141
PC&I - Protect Infrastructure				\$ 81,771	\$ 47,606	\$ 46,209	\$ 44,906	\$ 125,402	
O&S - Protect Infrastructure				\$ 389,308	\$ 372,544	\$ 389,386	\$ 393,747	\$ 1,046,576	
Funding Status	Legacy Appropriation:			Infrastructure Protection & Legacy PPA:					
				Network Security Deployment					
Obligations	\$ 1,437,018	\$ 358,483	\$ 39,735						
Unobligated Balance	\$ 153	\$ 517	\$ 420,779						
Expenditures	\$ 1,364,282	\$ 151,263	\$ 7,777						

4b PROCUREMENT QUANTITY BY YEAR (# 9)

	Prior Year - FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020 and Beyond	Total
Quantity of End Units or System(s)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Not Applicable
Comment(s)	The NCPS provides services to protect Civilian Departments and Agencies from Cyber incidents, therefore quantities do not apply.								

5a TOP COST RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Risk Description	If Identity, Credentials, and Access Management (ICAM) authorization functions are heavily embedded within existing product software code, then it will take a significant effort to centralize and port the authorization piece of the application code to Identity, Credentials, and Access Management.	Type	Cost	Probability	Medium	Impact	High
Mitigation Strategy	The ICAM Project Team will analyze the current embedded authorization functions within production applications and communicate possible impacts with stakeholders early to understand limits to centralizing and porting the authorization segment of an application to ICAM. Stakeholders will need to know this information to assess the costs and benefits regarding the centralization for all current production applications, which could be expensive or impossible.						

5b TOP SCHEDULE RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Risk Description	If DHS's assumption that 80% of DC3's provided Storefront code can be reused without significant modification proves incorrect, then additional development/modification will be required prior to implementation, impacting cost and schedule.	Type	Schedule	Probability	Medium	Impact	High
Mitigation Strategy	Conduct code review. Engage APL working during the planning phase to obtain early results, preferably getting incremental results prior to SDR. If the potential schedule changes for code update/modification for operational use by DHS exceed allowable thresholds, implement engagement of additional development resources and/or discussions with ESSA Interagency group for timeline of requirements fulfillment for an operational capability.						
Risk	If a new contract is not awarded with enough time left in the	Type	Schedule	Probability	Medium	Impact	High

5b TOP SCHEDULE RISKS (#6) [Probability – Medium, High; Impact – Medium, High]							
Description	period of performance, then there may not be sufficient time in the schedule for the incumbent contractor to conduct necessary transition activities.						
Mitigation Strategy	Program Leadership will work with the Office of Selective Acquisitions (OSA) to evaluate each contract as the end of a Period of Performance (PoP) approaches to determine the best course of action.						

5c TOP TECHNICAL RISKS (#6) [Probability – Medium, High; Impact – Medium, High]							
Risk Description	If delays in getting vendor employees through the suitability process continue, then vendors may not have the resources necessary to assume all responsibilities as outlined in the statement of work.	Type	Technical	Probability	High	Impact	Medium
Mitigation Strategy	The Program Office will continue to provide work at the unclassified level to new contractors while their suitability is determined.						
Risk Description	If Departments and Agencies (D/As) adopt direct interaction between users and cloud services (Federal mandates), then they will relinquish direct control of network traffic, circumventing monitoring capabilities set by TIC and EINSTEIN programs.	Type	Technical	Probability	Medium	Impact	High
Mitigation Strategy	DHS continue to influence and guide initiatives with FedRamp, GSA, CSPs, and EINSTEIN-contracted ISPs. Continue to encourage GSA participation in next generation of Cloud and Network designs to support the cyber goals of DHS and the D/As.						

6a CONTRACT STATUS (#7) Top 5 Contracts by Dollar Level							
Contract Number	Status	Description of Product or Service	Type	Start Date	End Date	EVM in Contract?	Total Value (\$M)
HSSA0115J1616	Awarded	Operations and maintenance (O&M) support services to ensure that legacy and newly deployed systems operate at the highest levels of service and availability. Also provides procurement support for technology refresh, new hardware licenses and maintenance renewal for all NCPS systems.	Cost Plus Fixed Fee	Sep 21, 2015	Sep 20, 2020	No	\$387.829
HSSA0115J1615	Awarded	Design and Development support services for the NCPS, which provides capabilities that diminish the potential impact of cyber threats.	Cost Plus Fixed Fee	Sep 21, 2015	Sep 20, 2020	No	\$236.301
HSSA0113C1102	Awarded	Systems engineering and integration.	Cost Plus Fixed Fee	Sep 27, 2013	Sep 26, 2018	No	\$121.401
HSSA0114F1103	Awarded	NCPS frontline operations and staffing that supports the NCPS operations and sustainment requirements.	Cost Plus Fixed Fee	Sep 26, 2014	Jun 25, 2016	No	\$106.229
HSSA0115F1401	Awarded	Specialized and highly technical automated analytic and countermeasure services and	Time and Materials	Mar 27, 2015	Mar 26, 2020	No	\$73.621

6a CONTRACT STATUS (#7) Top 5 Contracts by Dollar Level

support for the NCPS, ECS and other NSD supported activities.

6b PLANNED PROCUREMENT SCHEDULE (#9) Top 5 Contracts by Dollar Level

Contract Number	Status	Description of Product or Service	Type	Start Date	End Date	EVM in Contract?	Total Value (\$M)
TBD	Pre-Award	Deployment of in-line intrusion prevention capabilities, such as web content filtering, dynamic malware defense services and ingress threat management service for an ISP. Estimated Base Award. [AT&T]	Cost Plus Fixed Fee/Time and Materials	Apr-01, 2016	Mar 31, 2017	No	TBD
TBD	Pre-Award	Support for NCPS assessments, architecture activities, including architectural alternative analyses, short- and long-term tactical and strategic support, system engineering and design, threat-based strategic planning process and program strategy. Estimated Base Award.	IAA	Sep 02, 2016	Sep 01, 2017	No	TBD
TBD	Pre-Award	Supports the delivery of Operations and Maintenance for NEST, Domain Name Service (DNS) & Email for an ISP. Estimated Base Award.	Cost Plus Fixed Fee/Time and Materials	Mar 27, 2016	Nov 26, 2016	No	TBD
TBD	Pre-Award	Deployment of in-line intrusion prevention capabilities, such as web content filtering, dynamic malware defense services and ingress threat management service for an ISP.	Cost Plus Fixed Fee/Time and Materials	April 1, 2016	March 31, 2017	No	TBD
TBD	Pre-Award	Operations and Maintenance of Nest, Domain Name Service (DNS), Email, Web content Filter & Inline Framework for an ISP	Cost Plus Fixed Fee/Time and Materials	March 27, 2016	March 16, 2017	No	TBD

7a KEY EVENTS/ MILESTONES FOR PREVIOUS 12 MONTHS (#12) (Period between Dec 31, 2014 to Dec 31, 2015)

Description	Blk 2.2 Conduct Planning for System Information Sharing Capabilities for FY15 Q1 & Q2	Completion Date	Mar 31, 2015
Description	Blk 2.2 Conduct Development for System Information Sharing Capabilities for FY15 Q1 & Q2	Completion Date	Mar 31, 2015
Description	O&M Apply NCPS hardware/software system upgrades and maintenance agreements, standard technical refresh, and security patch implementation to existing NCPS equipment deployed prior to FY15	Completion Date	Mar 31, 2015
Description	Blk 3.0 Procurement of Managed Services from ISPs and development of NEST and Traffic	Completion Date	Mar 31, 2015

7a KEY EVENTS/ MILESTONES FOR PREVIOUS 12 MONTHS (#12) (Period between Dec 31, 2014 to Dec 31, 2015)

	Aggregation Capabilities for FY15 Q1 & Q2		
Description	Blk 3.0 Procurement of Managed Services from ISPs and development of NEST and Traffic Aggregation Capabilities for FY15	Completion Date	Sept 30, 2015
Description	Blk 3.0 Procurement of Managed Services from ISPs and development of NEST and Traffic Aggregation Capabilities for FY15 Q3 & Q4	Completion Date	Sept 30, 2015
Description	Blk 2.2 Conduct Planning for System Information Sharing Capabilities for FY15	Completion Date	Sept 30, 2015
Description	Blk 2.2 Conduct Planning for System Information Sharing Capabilities for FY15 Q3 & Q4	Completion Date	Sept 30, 2015
Description	Blk 2.2 Conduct Development for System Information Sharing Capabilities for FY15	Completion Date	Sept 30, 2015
Description	Blk 2.2 Conduct Development for System Information Sharing Capabilities for FY15 Q3 & Q4	Completion Date	Sept 30, 2015
Description	O&M Apply NCPS hardware/software system upgrades and maintenance agreements, standard technical refresh, and security patch implementation to existing NCPS equipment deployed prior to FY15	Completion Date	Sept 30, 2015
Description	O&M Apply NCPS hardware/software system upgrades and maintenance agreements, standard technical refresh, and security patch implementation to existing NCPS equipment deployed prior to FY15 Q3	Completion Date	Sept 30, 2015

7b KEY EVENTS/ MILESTONES FOR THE NEXT 12 MONTHS (#13) (Period between Dec 31, 2015 to Dec 31, 2016)

Description	Blk 2.2 Conduct Planning for System Information Sharing Capabilities for FY16 Q1 & Q2	Completion Date	Mar 31, 2016
Description	Blk 2.2 Conduct Development for System Information Sharing Capabilities for FY16 Q1 & Q2	Completion Date	Mar 31, 2016
Description	Blk 3.0 Procurement of Managed Services from ISPs and development of NEST and Traffic Aggregation Capabilities for FY16 Q1 & Q2	Completion Date	Mar 31, 2016
Description	O&M Apply NCPS hardware/software system upgrades and maintenance agreements, standard technical refresh, and security patch implementation to existing NCPS equipment deployed prior to FY15 Q4	Completion Date	Mar 31, 2016
Description	Blk 3.0 Procurement of Managed Services from ISPs and development of NEST and Traffic Aggregation Capabilities for FY16	Completion Date	Sept 30, 2016
Description	Blk 3.0 Procurement of Managed Services from ISPs and development of NEST and Traffic Aggregation Capabilities for FY16 Q3 & Q4	Completion Date	Sept 30, 2016
Description	Blk 2.2 Conduct Planning for System Information Sharing Capabilities for FY16	Completion Date	Sept 30, 2016
Description	Blk 2.2 Conduct Planning for System Information Sharing Capabilities for FY16 Q3 & Q4	Completion Date	Sept 30, 2016
Description	Blk 2.2 Conduct Development for System Information Sharing Capabilities for FY16	Completion Date	Sept 30, 2016
Description	Blk 2.2 Conduct Development for System Information Sharing Capabilities for FY16 Q3 & Q4	Completion Date	Sept 30, 2016
Description	O&M Apply NCPS hardware/software system upgrades and maintenance agreements, standard technical refresh, and security patch implementation to existing NCPS equipment deployed prior to FY16	Completion Date	Sept 30, 2016
Description	O&M Apply NCPS hardware/software system upgrades and maintenance agreements, standard technical refresh, and security patch implementation to existing NCPS equipment deployed prior to FY16 Q2	Completion Date	Sept 30, 2016

7c APB MILESTONES (#13) (Oct 01, 2014 Thru Final Operational Capability Delivery)

Description	NCPS Block 2.2/Information Sharing ADE-2B	Completion Date	Jul 20, 2015
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7c APB MILESTONES (#13) (Oct 01, 2014 Thru Final Operational Capability Delivery)

Description	NCPS Block 3.0/E3A ADE-2C	Completion Date	Jun 23, 2015
Description	NCPS Block 3.0/E3A ADE-3	Completion Date	Dec 31, 2017
Description	NCPS Block 2.2/Information Sharing ADE-2C	Completion Date	Mar 31, 2017
Description	NCPS Block 2.2/Information Sharing ADE-3	Completion Date	Jun 30, 2018

8 KEY PROJECT DOCUMENTS (#2)

Approved MNS	Yes	Approved By	DHS Approved	Approval Date	Feb 27, 2009
Approved ORD	Yes	Approved By	DHS Approved	Approval Date	Nov 26, 2014
Approved AP	Yes	Approved By	DHS Approved	Approval Date	May 09, 2012
Approved APB	Yes	Approved By	DHS Approved	Approval Date	Jan 09, 2015
Approved TEMP	Yes	Approved By	DHS Approved	Approval Date	Nov 21, 2014
Approved ILSP	Yes	Approved By	DHS Approved	Approval Date	May 04, 2011
Approved LCCE	Yes	Approved By	DHS Approved	Approval Date	Dec 03, 2014

9 REASON FOR ANY SIGNIFICANT CHANGE FROM PREVIOUS REPORT (#11)

Criteria	Previous Report	Current Report	Reason for Change
Quantity	Not Applicable	Not Applicable	No change from previous report.
APB Cost Threshold (\$M)	\$5,615.000	\$5,692.000	Updated APB version to include Block 2.2 for Block 3. APB version 4.0 update
Schedule (FOC)	FY2016	FY2016	No change from previous report.

Transportation Security Administration (TSA)

TSA – Technology Infrastructure Modernization (TIM) Program

1 GENERAL INFORMATION (#1, #2, #8)							
Investment	TSA – Technology Infrastructure Modernization (TIM) Program	Last ARB	Level	Phase	LCCE (\$M)	LCCE Date	Reporting Period
DHS PM Certification	Senior Level	Jan 28, 2015	Level 2	Mixed: Obtain, Produce/ Deploy & Support	\$598.471	Aug 15, 2011	Q1FY2016
Investment Description	<p>The Technology Infrastructure Modernization (TIM) Program reduces the probability of a terrorist attack on the transportation sector by replacing legacy vetting systems with a person-centric system. This approach eliminates exploitable gaps, improves enrollment and threat assessment methodologies, and enables TSA to vet and provide credentials to more transportation populations. The TIM System provides an integrated, end-to-end solution to manage identities, credentials, and assessment results for millions of transportation workers, providing more accurate and timely identification of terrorist threats. TIM provides a service-oriented architecture framework, mission services, and service capabilities. The Initial Operating Capability was achieved in May 2014 with Full Operating Capability anticipated in March 2016.</p> <p>The TIM Program addresses a capability gap by replacing legacy vetting systems with a person-centric system. This approach will eliminate exploitable gaps, improve enrollment and threat assessment methodologies, and enable TSA to vet and provide credentials to more transportation populations. The program is being developed in 4 main increments, which are Service Oriented Architecture (SOA) infrastructure, SOA foundation, Mission Services in support of Maritime, and Surface and Aviation programs and populations.</p>						

2 APB COMPARISON (#3, #4)					
Original APB	Current APB	Comparison			
Nov 04, 2011	Original APB still current	Not Applicable			

3 IV&V STATUS (#5)			
Composite Risk Score (1-5, lower is better)	Summary of Results		
2.75	<ul style="list-style-type: none"> - Program reports significant deviation from its cost and schedule baseline - Program updated its risk register within 30 days - Program is missing two approved MD-102 documents. 		

4a BUDGET AND FUNDING STATUS (dollars in \$000) (#10)

	Prior Years	Past Year FY15	Current Year FY16	Budget Year FY17	BY+1 FY18	BY+2 FY19	BY+3 FY20	BY+4 (FY21) and Beyond	Total
Project Funding	\$ 232,710	\$ 42,713	\$ 41,938	\$ 41,714	\$ 44,694	\$ 42,683	\$ 43,243	\$ 112,322	\$ 602,017
PC&I - Transportation Screening Operations				\$ 6,300	\$ 6,363	\$ 6,427	\$ 6,491	\$ 6,556	
O&S - Transportation Screening Operations				\$ 35,414	\$ 38,331	\$ 36,256	\$ 36,752	\$ 105,766	
Funding Status	Total								
Obligations	\$ 227,164	\$ 40,539	\$ 1,084						
Unobligated Balance	\$ 5,546	\$ 2,174	\$ 40,854						
Expenditures	\$ 189,150	\$ 15,030	\$ 994						
Funding Status	Legacy Appropriation:	Intelligence and Vetting							
	Legacy PPA:	Other Vetting Programs							
Project Funding		\$ 38,324	\$ 36,796						
Obligations		\$ 36,150	\$ 1,084						
Unobligated Balance		\$ 2,174	\$ 35,712						
Expenditures		\$ 10,649	\$ 994						
Funding Status	Legacy Appropriation:	Intelligence and Vetting							
	Legacy PPA:	TWIC - Fee							
Project Funding		\$ 4,389	\$ 5,142						
Obligations		\$ 4,389	\$ -						
Unobligated Balance		\$ -	\$ 5,142						
Expenditures		\$ 4,381	\$ -						

4b PROCUREMENT QUANTITY BY YEAR (# 9)

	Prior Years	Past Year	Current Year	Budget Year	BY+1	BY+2	BY+3	BY+4 and Beyond	Total
Quantity of End Units or System(s)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Not Applicable
Comment(s)	Quantities are not applicable for this acquisition.								

5a TOP COST RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Risk Description	Type	Cost	Probability	Impact
If the proposed costs for the development contractor to complete the TIM development to FOC are larger than estimated in the TIM LCCE, then the program will incur schedule delays through			Medium	High

5a TOP COST RISKS (#6) [Probability – Medium, High; Impact – Medium, High]							
	readjustment of scope and accelerated acquisitions to bring on additional contractors						
Mitigation Strategy	Work with TSA Acquisitions to ensure that proposals from the development contractors provide best value to the program. This will be done through proper setting of requirements and negotiations on associated hours to complete work packages required by the Government.						
Risk Description	If the TIM program is unable to get approval from on its re--baseline LCCE and mitigation strategy, based on the DHS mandated agile approach, then the program will continue to be in a breach position from its original LCCE and schedule.	Type	Cost	Probability	Medium	Impact	High
Mitigation Strategy	Work with TSA and DHS Acquisitions and Governance groups to ensure that the TIM LCCE is complete in its characterization of mission and requirements, and the costs in the LCCE are approved.						
Risk Description	If new functionality or populations are required by the customer before TIM reaches FOC, then the work may have to be done in the legacy systems and then built again in TIM at a later date at additional cost.	Type	Cost	Probability	High	Impact	High
Mitigation Strategy	Implement agiles pipeline strategies with TSA stakeholders and TIM product owners to ensure that the highest priority work in accomplished by the TIM program first. Work with legacy system developers to develop solutions for new functionality that can maximize reuse between legacy systems and TIM (if possible).						

5b TOP SCHEDULE RISKS (#6) [Probability – Medium, High; Impact – Medium, High]							
Risk Description	If the TIM program is unable to re-baseline its schedule to meet the demands of additional scope and functionality requirements to the TIM system, then the TIM program will remain in breach of its previously approved schedule baseline.	Type	Schedule	Probability	Medium	Impact	High
Mitigation Strategy	Work with TSA and DHS Acquisitions groups to re-baseline the TIM program and be underway with a new schedule baseline by the end of Q42015.						
Risk Description	If new requirements or new populations to the TIM System require significant cost, schedule, or other business analysis, then the TIM Program may not be able to respond in a timely fashion based on the cuts to PMO support though the LCCE mitigation strategy.	Type	Schedule	Probability	Medium	Impact	High
Mitigation Strategy	Require additional funding and schedule for analysis of new populations or business analysis of the TIM Program.						

5c TOP TECHNICAL RISKS (#6) [Probability – Medium, High; Impact – Medium, High]							
Risk Description	If the TIM system is unable to leverage the capabilities of other systems within DHS for biometric and person-centric matching (like IDENT) for its mission, then the program may incur unnecessary costs to achieve its mission.	Type	Technical	Probability	Medium	Impact	Medium
Mitigation Strategy	Work with DHS systems and stakeholders to ensure that systems that provide matching services have the ability to meet the TIM mission and have the proper technology to meet TIM requirements.						

5c TOP TECHNICAL RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Risk Description	If the TIM program is unable to provide functionality enhancements of the TIM system to the TSA Adjudication Center, then the ability for the TSA Adjudication Center to optimize its ability to adjudicate Transportation Workers will be limited.	Type	Technical	Probability	Medium	Impact	Medium
Mitigation Strategy	Continue to work with the TSA Adjudication Center and TSA Program Management Division to ensure that priorities and requirements for functionality enhancements to TIM are known and prioritized accordingly.						
Risk Description	If the enrollment data for the TSA Pre✓® population is “dirtier” than expected, then data migration of that population will take longer at an additional cost than expected.	Type	Technical	Probability	Medium	Impact	Medium
Mitigation Strategy	Begin data migration and data analysis for TSA Pre✓® populations early, and recognize any potential issues with data cleanliness so that they can be mitigated before schedule is impacted.						

6a CONTRACT STATUS (#7) Top 5 Contracts by Dollar Level

Contract Number	Status	Description of Product or Service	Type	Start Date	End Date	EVM in Contract?	Total Value (\$M)
HSTS0213JOIA324	Awarded	System Development – Surface Services	Cost Plus Award Fee	Aug 01, 2012	Feb 28, 2017	Yes	\$250.000
HSTS0213XOIA031	Awarded	Data Center Services	Other	Sep 15, 2011	Jun 30, 2015	No	\$15.261
HSTS0215XOIA048	Awarded	Independent Systems Engineering	Cost Plus Fixed Fee	Mar 19, 2015	Mar 18, 2016	No	\$6.648

6b PLANNED PROCUREMENT SCHEDULE (#9) Top 5 Contracts by Dollar Level

Contract Number	Status	Description of Product or Service	Type	Start Date	End Date	EVM in Contract?	Total Value (\$M)
No Planned Procurements Reported							

7a KEY EVENTS/ MILESTONES FOR PREVIOUS 12 MONTHS (#12) (Period between Dec 31, 2014 to Dec 31, 2015)

Description	Incorporate Surface Mission Business and Technical Services.	Completion Date	Aug 29, 2015
Description	Transition the Surface Populations.	Completion Date	Aug 29, 2015
Description	Incorporate Aviation Mission Business and Technical Services.	Completion Date	Sep 30, 2015

7b KEY EVENTS/ MILESTONES FOR THE NEXT 12 MONTHS (#13) (Period between Dec 31, 2015 to Dec 31, 2016)

Description	No Planned Key Events/Milestones Reported Program rebaseline ARB with DHS.	Completion Date	
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7c APB MILESTONES (#13) (Oct 01, 2014 Thru Final Operational Capability Delivery)

Description	ADE 3 Decision (Maritime)	Completion Date	Mar 31, 2015
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7c APB MILESTONES (#13) (Oct 01, 2014 Thru Final Operational Capability Delivery)

Description	ADE 3 Decision (Aviation)	Completion Date	Sep 30, 2015
Description	FOC	Completion Date	Dec 31, 2015

8 KEY PROJECT DOCUMENTS (#2)

Approved MNS	Yes	Approved By	Component Approved	Approval Date	Apr 28, 2009
Approved ORD	Yes	Approved By	DHS Approved	Approval Date	Apr 09, 2012
Approved AP	Yes	Approved By	DHS Approved	Approval Date	Jan 02, 2013
Approved APB	Yes	Approved By	DHS Approved	Approval Date	Nov 04, 2011
Approved TEMP	Yes	Approved By	Component Approved	Approval Date	Nov 27, 2013
Approved ILSP	Yes	Approved By	DHS Approved	Approval Date	Nov 04, 2011
Approved LCCE	Yes	Approved By	DHS Approved	Approval Date	Aug 15, 2011

9 REASON FOR ANY SIGNIFICANT CHANGE FROM PREVIOUS REPORT (#11)

Criteria	Previous Report	Current Report	Reason for Change
Quantity	Not Applicable	Not Applicable	Not Applicable
APB Cost Threshold (\$M)	\$398.109	\$398.109	No change from previous report.
Schedule (FOC)	FY2016	FY2016	No change from previous report.

United States Citizenship and Immigration Services (USCIS)

USCIS – Transformation

1 GENERAL INFORMATION (#1, #2, #8)							
Investment	USCIS – Transformation	Last ARB	Level	Phase	LCCE (\$M)	LCCE Date	Reporting Period
DHS PM Certification	Senior Level	Apr 01, 2015	Level 1	Mixed: Obtain, Produce/ Deploy & Support	\$2,989.540	Apr 01, 2015	Q1FY2016
Investment Description	<p>The goal of Transformation is to modernize USCIS agencywide business processes using IT-enabled reengineering. Transformation will be accomplished through implementation of an integrated operating environment that will transition the agency from a fragmented, paper-based operational environment to a consolidated environment that allows electronic processing of benefit requests. The key customers, stakeholders, and beneficiaries of the Electronic Immigration System (ELIS) are: enterprise partners; DHS components; USCIS employees; customers and advocates (the persons petitioning USCIS for benefits and services and the organizations representing those individuals), stakeholders with oversight and review responsibilities including Congress, the Office of Management and Budget, the Government Accountability Office, and the DHS Office of the Inspector General; and other stakeholders including public IT industry groups, U.S. citizens, and media outlets.</p> <p>USCIS previously used paper forms for nearly all of its customer support, making it difficult to efficiently process immigration benefits, verify applicants' identities, and provide DHS and other government agencies with the information they need to make informed business decisions. Transformation addresses these capability gaps by deploying an enterprisewide investment, ELIS, to implement a centralized, web-based solution designed to transform USCIS business operations from a "transaction-centric" model to a "person-centric" model based on customer accounts. The Program has successfully completed 6 major releases and an additional 13 releases are planned to be deployed using agile development methodology</p>						

2 APB COMPARISON (#3, #4)					
Original APB	Current APB	Comparison	The Program was re-baselined on April 1, 2015, for the following changes that impact the delivery of USCIS Electronic Immigration System (ELIS): system capability deliveries, acquisition strategy, system architecture, lifecycle cost estimate, and key performance parameters.		
Jul 06, 2011	Apr 01, 2015				

3 IV&V STATUS (#5)			
Composite Risk Score (1-5, lower is better)	Summary of Results	<ul style="list-style-type: none"> - Program reports meeting cost and schedule targets - Program updated in the past month - Program is missing one approved MD-102 	
1.25			

4a BUDGET AND FUNDING STATUS (dollars in \$000) (#10)

	Prior Years	Past Year FY15	Current Year FY16	Budget Year FY17	BY+1 FY18	BY+2 FY19	BY+3 FY20	BY+4 (FY21) and Beyond	Total
Project Funding	\$ 1,199,100	\$ 199,882	\$ 175,781	\$ 173,536	\$ 173,058	\$ 64,648	\$ 65,876	\$ 916,119	\$ 2,968,000
IEFA - PC&I - Adjudication Services - Premium Fee				\$ 118,924	\$ 117,393	\$ -	\$ -	\$ -	
IEFA - O&S - Adjudication Services - Premium Fee				\$ 54,612	\$ 55,665	\$ 64,648	\$ 65,876	\$ 916,119	
Funding Status	Legacy Appropriation:			Immigration Examinations Fee					
	Legacy PPA:			Transformation / District Operations					
Obligations	\$ 1,052,989	\$ 151,425	\$ 5,901						
Unobligated Balance	\$ 146,111	\$ 48,457	\$ 169,880						
Expenditures	\$ 972,158	\$ 76,370	\$ 2,758						

4b PROCUREMENT QUANTITY BY YEAR (# 9)

	Prior Years	Past Year	Current Year	Budget Year	BY+1	BY+2	BY+3	BY+4 and Beyond	Total
Quantity of End Units or System(s)							1		1
Comment(s)	Program will be in Full Operational Capability in the first quarter of FY2019.								

5a TOP COST RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Risk Description	If there are any major slips in the schedule that cause the Full Operational Capability to move, then the projected lifecycle cost could be exceeded due to the development teams and program office remaining in place longer than planned. (Lifecycle Cost)	Type	Cost	Probability	Medium	Impact	High
Mitigation Strategy	1. Implement/continue a rigorous requirements planning and review process to preclude undue requirements growth. 2. Implement/continue a periodic review of master schedule to decrease the chance of unforeseen events by providing the ability to become aware of potential causes that would cause a major schedule slip. 3. Implement an annual review process of the lifecycle cost estimate based on requirements and actual costs from the prior year.						

5b TOP SCHEDULE RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Risk Description	If Lockbox resources are not able to support Lockbox integration beginning on 09/01/2015, then the delay of the development of the intake channel for TPS, DACA, and N-400 will result in a day-for-day slip to our schedule. (Lack of Support from Lockbox)	Type	Schedule	Probability	High	Impact	High
Mitigation Strategy	1. Continue to monitor the situation and adjust the schedule as necessary. 2. Continue to develop (as planned) up to the point of integration with Lockbox. 3. If Lockbox is not ready when development work is complete, move on to the next product line. When Lockbox becomes ready, pull development resources back to complete the Lockbox integration and testing.						
Risk	If resources for systems that interface with ELIS are not able to	Type	Schedule	Probability	High	Impact	High

5b TOP SCHEDULE RISKS (#6) [Probability – Medium, High; Impact – Medium, High]							
Description	support the ELIS-approved schedule for integration, then the delay of the development of the interface will result in a slip to the Transformation schedule. (Interfaces)						
Mitigation Strategy	1. Share overall transformation schedule with interfacing systems. 2. Conduct ongoing integrated project team meetings to identify barriers and impediments for meeting the Transformation schedule. 3. Work through solutions to remove barriers and impediments. 4. Develop contingency plans if the interfacing systems cannot immediately adjust to the Transformation Schedule.						
Risk Description	If staff from the development contractors awarded the work are not familiar with the technical aspects of USCIS ELIS, then the overall schedule could be impacted. (Recomplete of Development Contracts)	Type	Schedule	Probability	Medium	Impact	Medium
Mitigation Strategy	1. Plan for the transition as set out in the existing contracts to include establishing a timeframe for the transition period between incumbents and new contractors. 2. Ensure adequate documentation exists in the repositories and systems used daily for managing the project that include design, development, and testing artifacts.						

5c TOP TECHNICAL RISKS (#6) [Probability – Medium, High; Impact – Medium, High]							
Risk Description	If USCIS is not able to provide sufficient development resources to support ESB Lockbox Interface, then the interface critical to ELIS may not be kept current reducing ESB effectiveness. (Enterprise Service Bus (ESB) Lockbox Interface Support)	Type	Technical	Probability	Medium	Impact	High
Mitigation Strategy	1. Increased resources in the ESB Lockbox development team to support Performance, End User and Regression Testing. 2. This risk will close once there is successful testing of ELIS and ESB Lockbox.						

6a CONTRACT STATUS (#7) Top 5 Contracts by Dollar Level							
Contract Number	Status	Description of Product or Service	Type	Start Date	End Date	EVM in Contract?	Total Value (\$M)
HSSCCG14F00293	Awarded	Flexible Agile Development Services (FADS)	Cost Plus Fixed Fee	Sep 25, 2014	Sep 24, 2016	No	\$62.245
HSSCCG14F00295	Awarded	Flexible Agile Development Services (FADS)	Cost Plus Fixed Fee	Sep 25, 2014	Sep 24, 2016	No	\$61.089
HSSCCG14F00292	Awarded	Flexible Agile Development Services (FADS)	Cost Plus Fixed Fee	Sep 25, 2014	Sep 24, 2016	No	\$58.584
HSSCCG14F00294	Awarded	Flexible Agile Development Services (FADS)	Cost Plus Fixed Fee	Sep 25, 2014	Sep 24, 2016	No	\$52.978
HSSCCG14J00200	Awarded	Agile Architecture and Design (AADS)	Firm Fixed Price	Sep 29, 2014	May 9, 2019	No	\$31.740

6b PLANNED PROCUREMENT SCHEDULE (#9) Top 5 Contracts by Dollar Level							
Contract Number	Status	Description of Product or Service	Type	Start Date	End Date	EVM in	Total Value

6b PLANNED PROCUREMENT SCHEDULE (#9) Top 5 Contracts by Dollar Level

						Contract?	(\$M)
TBD	Pre-Award	Flexible Agile Development Services (FADS II)	Firm Fixed Price	Sep 25, 2016	Apr 16, 2018	No	TBD
TBD	Pre-Award	Support for Platform Engineering and DevOps Integration (SPEDI)	Firm Fixed Prices/ Time and Material	Jan 16, 2015	Jun 15, 2018	No	TBD
TBD	Pre-Award Pre-Compete	Requirements Development Support Services (RDSS)	Firm Fixed Price	Jun 16, 2016	Jun 15, 2018	No	TBD

7a KEY EVENTS/ MILESTONES FOR PREVIOUS 12 MONTHS (#12) (Period between Dec 31, 2014 to Dec 31, 2015)

Description		Completion Date	
Release 5.0 Soft Launch		Nov 08, 2014	
Release 5.0 Hard Launch		Feb 21, 2015	
Release 5.1		Aug 29, 2015	

7b KEY EVENTS/ MILESTONES FOR THE NEXT 12 MONTHS (#13) (Period between Dec 31, 2015 to Dec 31, 2016)

Description		Completion Date	
Release 6.0		Feb 16, 2016	
Release 7.0		Mar 28, 2016	
Release 8.0		Jun 25, 2016	
Release 9.0		Jul 30, 2016	

7c APB MILESTONES (#13) (Oct 01, 2014 Thru Final Operational Capability Delivery)

Description		Completion Date	
ADE 2B - Approve Supporting Acquisitions		Apr 01, 2015	
ADE 2C - LRIP - Immigrant		Mar 31, 2017	
ADE 2C - LRIP - Citizenship		Sep 30, 2017	
ADE 2C - LRIP - Non-Immigrant		Mar 31, 2018	
ADE 2C - LRIP - Humanitarian		Mar 31, 2019	
FOC - Full Operating Capability		Mar 31, 2019	

8 KEY PROJECT DOCUMENTS (#2)

Approved MNS	Yes	Approved By	Component Approved	Approval Date	Apr 04, 2005
Approved ORD	Yes	Approved By	DHS Approved	Approval Date	Apr 01, 2015
Approved AP	Yes	Approved By	DHS Approved	Approval Date	Mar 31, 2015
Approved APB	Yes	Approved By	DHS Approved	Approval Date	Apr 01, 2015
Approved TEMP	Yes	Approved By	DHS Approved	Approval Date	Mar 10, 2015
Approved ILSP	Yes	Approved By	DHS Approved	Approval Date	Apr 01, 2015
Approved LCCE	Yes	Approved By	DHS Approved	Approval Date	Apr 01, 2015

9**REASON FOR ANY SIGNIFICANT CHANGE FROM PREVIOUS REPORT (#11)**

Criteria	Previous Report	Current Report	Reason for Change
Quantity	Not Applicable	Not Applicable	No change from previous report.
APB Cost Threshold (\$M)	\$3,118.390	\$3,118.390	No change from previous report.
Schedule (FOC)	FY2019	FY2019	No change from previous report.

USCIS – Verification Modernization (VER)

1 GENERAL INFORMATION (#1, #2, #8)													
Investment	USCIS – Verification Modernization (VER)	Last ARB	Sep 03, 2015	Level	Level 2	Phase	Analyze/ Select	LCCE (\$M)	\$3,663.228	LCCE Date	July 25, 2014	Reporting Period	Q1FY2016
DHS PM Certification	Senior Level												
Investment Description	<p>The USCIS Verification Modernization (VER MOD) investment aims to strengthen and improve E-Verify and SAVE to support continued workload growth by modernizing the Verification Information System (VIS) and associated applications. The E-Verify program allows participating employers to verify the employment eligibility of newly hired employees, while the SAVE (Systematic Alien Verification for Entitlements) program allows federal, state, and local government agencies to verify the immigration status of benefit applicants.</p> <p>In the face of growing demand, the legacy systems are unable to meet VER capability needs in six key areas. The DHS Under Secretary for Management (USM) approved the Verification Program Modernization Mission Needs Statement (MNS) outlining the following six capability gaps in 2012: Account Management, Business Process and Workflow, Data Analytics and Reporting, Identity Management, Program Data, and System Architecture. Modernization will streamline and automate business processes, strengthen the technical infrastructure of VIS, and increase the capacity of both E-Verify and SAVE, while reducing the risk of identity fraud, data inaccuracies, and system misuse.</p>												

2 APB COMPARISON (#3, #4)					
Original APB	Sep 11, 2015	Current APB	Original APB still Current	Comparison	Not Applicable

3 IV&V STATUS (#5)			
Composite Risk Score (1-5, lower is better)	2	Summary of Results	<ul style="list-style-type: none"> - Program reports meeting cost and schedule targets - Program has updated its risk register within 60 days - All required MD-102 documents are submitted and approved

4a BUDGET AND FUNDING STATUS (dollars in \$000) (#10)

	Prior Years	Past Year FY15	Current Year* FY16	Budget Year* FY17	BY+1 FY18	BY+2 FY19	BY+3 FY20	BY+4 (FY21) and Beyond	Total
Project Funding	\$ 359,818	\$ 63,947	\$ 155,225	\$ 156,210	\$ 158,194	\$ 148,658	\$ 150,698	\$ 1,464,477	\$ 2,657,227
O&S - Immigration Status Verification			\$ 104,560	\$ 103,912	\$ 103,849	\$ 107,641	\$ 114,930		
PC&I - Immigration Status Verification			\$ 15,111	\$ 15,227	\$ 17,471	\$ 1,722	\$ 516		
IEFA - O&S - Immigration Status Verification			\$ 35,554	\$ 37,071	\$ 36,874	\$ 39,295	\$ 35,252		
Funding Status	Legacy Appropriation:		Salaries and Expenses / IEFA						
	Legacy PPA:		E-Verify / SAVE						
Obligations	\$ 328,115	\$ 61,453	\$ 16,967						
Unobligated Balance	\$ 31,703	\$ 2,494	\$ 138,258						
Expenditures	\$ 227,897	\$ 36,485	\$ 10,268						

* FY16-Beyond reflect the most recent OMB business case, which includes all discretionary E-Verify funding and SAVE fee funding for the Verification Modernization investment.

4b PROCUREMENT QUANTITY BY YEAR (# 9)

	Prior Years	Past Year	Current Year	Budget Year	BY+1	BY+2	BY+3	BY+4 and Beyond	Total
Quantity of End Units or System(s)							1		1
Comment(s)	The objective FOC date is Q4 FY2019. The threshold FOC date is Q3 FY2020.								

5a TOP COST RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Risk Description	If SAVE Program customer and query volumes surge above projected levels prior to VER MOD reaching Final Operating Capability (FOC), then the system capacity may not be adequate to meet demands and the modernization plan would require revision.	Type	Cost	Probability	Medium	Impact	High
Mitigation Strategy	Develop contingency plan that identifies, anticipates, and recommends staff increases and other measures to mitigate surges in SAVE Program customers and query volume.						
Risk Description	If mandatory E-Verify is enacted prior to VER MOD reaching Final Operating Capability (FOC), then the system capacity may not be adequate to process the projected workload and the modernization plan would require revision.	Type	Cost	Probability	Medium	Impact	High
Mitigation Strategy	Develop contingency plan that that identifies, anticipates, and recommends staff increases and other measures to mitigate surges in E-Verify Program customers and query volume.						

5b TOP SCHEDULE RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Risk	If project managers are not made aware of the technical	Type	Schedule	Probability	High	Impact	Medium
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5b TOP SCHEDULE RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Description	complexities and planning dependencies ongoing across the organization, then they cannot plan effectively and there is a potential for re-work and delays.						
Mitigation Strategy	Invite outside experts to brief the Integrated Planning Team (IPT) on projects or initiatives that may impact VER MOD.						

5c TOP TECHNICAL RISKS (#6) [Probability – Medium, High; Impact – Medium, High]

Risk Description	If VIS continues to experience data quality issues as a result of erroneous inbound data from partner systems, then this could result in mismatches and data anomalies within VIS.	Type	Technical	Probability	High	Impact	High
Mitigation Strategy	USCIS to establish required governance models to ensure that all sources systems and ESB connections are designed to perform with the required availability and responsiveness, including service level agreements (SLA) over all data partners.						
Risk Description	If key data providers to VIS experience significant operational issues during a data center migration or infrastructure change, then VIS availability and performance may be negatively impacted.	Type	Technical	Probability	High	Impact	High
Mitigation Strategy	Recommend that USCIS OIT centrally manage and track progress of all systems that provide data to the VIS program and provide status, issues, and risks to both VER and the VIS contractor on a regular basis.						
Risk Description	If a full VIS Disaster Recovery capability, including ESB and all data partners is not available and tested at DC-2, then VIS will not be available in case of DC-1 disaster scenario.	Type	Technical	Probability	Medium	Impact	High
Mitigation Strategy	Developing disaster recovery capability as part of VER MOD.						

6a CONTRACT STATUS (#7) Top 5 Contracts by Dollar Level

Contract Number	Status	Description of Product or Service	Type	Start Date	End Date	EVM in Contract?	Total Value (\$M)
HSSCCG15J00025	Awarded	VIS O&M Support. (VariQ)	Firm Fixed Price	Sep 26, 2015	Sep 25, 2019	No	\$47.518
HSSCCG11X00012	Awarded	Enhanced Telephony for Customer Relationship Management (CRM) tool. (GSA Verizon)	Firm Fixed Price	Oct 01, 2010	Sep 30, 2016	No	\$15.445
HSSCCG14C00019	Awarded	Data Analytics Fraud Framework Tool. (Executive Information Systems LLC)	Firm Fixed Price	Sep 30, 2014	Sep 29, 2018	No	\$9.294
CISIRWA15079	Awarded	Modernization Pilot (Excella Consulting)	Firm Fixed Price	Sep 09, 2015	Sep 04, 2016	No	\$7.192

6b PLANNED PROCUREMENT SCHEDULE (#9) Top 5 Contracts by Dollar Level

Contract Number	Status	Description of Product or Service	Type	Start Date	End Date	EVM in Contract?	Total Value (\$M)
No planned procurements reported							

7a KEY EVENTS/ MILESTONES FOR PREVIOUS 12 MONTHS (#12) (Period between Dec 31, 2014 to Dec 31, 2015)

Description	State of Nebraska joined RIDE	Completion Date	Feb 02, 2015
Description	My E-Verify accounts available nationwide	Completion Date	Apr 12, 2015
Description	Awarded new VIS O&M contract	Completion Date	May 29, 2015
Description	State of North Dakota joined RIDE	Completion Date	Jun 15, 2015
Description	ADE 2A/2B formally approved by the DHS USM	Completion Date	Oct 06, 2015
Description	State of Wisconsin joined RIDE	Completion Date	Nov 15, 2015

7b KEY EVENTS/ MILESTONES FOR THE NEXT 12 MONTHS (#13) (Period between Dec 31, 2015 to Dec 31, 2016)

Description	VIS O&M Release 21.1 will include SVS Web Services and E-Verify Responsive Web Design	Completion Date	Mar 30, 2016
Description	Mobile E-Verify application pilot completion	Completion Date	Jun 30, 2016
Description	VIS Modernization Pilot completion	Completion Date	Sep 30, 2016
Description	Additional state to join RIDE	Completion Date	Sep 30, 2016

7c APB MILESTONES (#13) (Oct 01, 2014 Thru Final Operational Capability Delivery)

Description	ADE 2A/2B	Completion Date	Oct 06, 2015
Description	Initial Operational Capability - SVS	Completion Date	Jun 30, 2017
Description	ADE 2C	Completion Date	Sep 30, 2017
Description	ADE 3	Completion Date	Jun 30, 2020
Description	Full Operational Capability - Program	Completion Date	Jun 30, 2020

8 KEY PROJECT DOCUMENTS (#2)

Approved MNS	Yes	Approved By	DHS Approved	Approval Date	Apr 20, 2012
Approved ORD	Yes	Approved By	DHS Approved	Approval Date	Sep 09, 2015
Approved AP	Yes	Approved By	DHS Approved	Approval Date	Sep 16, 2015
Approved APB	Yes	Approved By	DHS Approved	Approval Date	Sep 11, 2015
Approved TEMP	Yes	Approved By	DHS Approved	Approval Date	Aug 31, 2015
Approved ILSP	Yes	Approved By	DHS Approved	Approval Date	Sep 09, 2015
Approved LCCE	Yes	Approved By	DHS Approved	Approval Date	Sep 03, 2015

9 REASON FOR ANY SIGNIFICANT CHANGE FROM PREVIOUS REPORT (#11)

Criteria	Previous Report	Current Report	Reason for Change
Quantity	Not Applicable	Not Applicable	Not Applicable
APB Cost Threshold (\$M)	\$3,663.228	\$3,663.228	No change from previous report
Schedule (FOC)	FY19	FY19	No change from previous report

IV. Appendices

Appendix A. Abbreviations

Abbreviation	Definition
A&E	Architecture and Engineering
A&O	Analysis and Operations
AA	Assistant Administrator
AIU	Avionics One Upgrade
ABI	Automated Broker Interface
ABSL	Animal Biosafety Level
AC&I	Acquisition, Construction, and Improvement
ACAMS	Automated Critical Asset Management System
ACAS	Air Cargo Advance Screening
ACE	Automated Commercial Environment
ACL	Access Control Level
ACP	Air Charter Program
ACS	Automated Commercial System
ADA	Acquisition Decision Authority
ADE	Acquisition Decision Event
ADIS	Arrival Departure Information System
ADIS DIIV	Arrival Departure Information System Data Integrity and Identity Validation
ADIS ISVM	Arrival and Departure Information System – Information Security Vulnerability Scan
ADM	Acquisition Decision Memorandum
ADP	Average Daily Population
ADS	Automated Data System
AFB	Air Force Base
AFCS	Automatic Flight Control System
AFRL	Air Force Research Lab
AFSP	Alien Flight Student Program
AHDCS	Active Helicopter Digital Control System
AI	Availability Index
AIRSTA	Air station
AIS	Advance Imaging Technology
AIT	Advance Imaging Technology
AJO	Ajo
AK	Alaska
ALC	Aviation Logistics Center

Abbreviation	Definition
ALMIS	Asset Logistics Management Information System
AMOC	Air and Marine Operations Center
AO	Operational Availability
AOA	Analysis of Alternatives
AOR	Area of Responsibility
AP	Acquisition Plan
APB	Acquisition Program Baseline
APCO	Association of Public Safety Communications Officials
APFS	Acquisition Planning Forecast System
APIS	Advance Passenger Information System
APT	Advanced Persistent Threat
ARB	Acquisition Review Board
ARRA	American Recovery and Reinvestment Act of 2009
ASC	Application Support Center
AS&E	American Science & Engineering
ASIST	Acquisition Strategy From DS5
ASP	Advanced Spectroscopic Portals
AT	Advance Technology X-Ray
AT2	Advance Technology X-Ray 2
ATC	Advanced Training Center
ATD	Alternatives To Detention
ATI	Automation Technologies Incorporated
ATIS	Alliance for Telecommunications Industry Solutions
ATO	Authority To Operate
ATS	Automated Targeting System
ATSA	Aviation and Transportation Security Act
ATS-N	Automated Targeting System-Narcotics
ATS-P	Automated Targeting System-Passenger
AUF	Airborne Use of Force
AWS	Advanced Wireless Systems
AZ	Arizona
BAA	Broad Agency Announcement
BAC	BioWatch Advisory Committee
BAPP	BSD Apache PostgreSQL Perl, PHP, Python or Primate
BBSS	Biometrics Storage System
BCS	Background Check Service
BFT	Blue Force Tracking
BLS	Bottled Liquid Scanner
BOBJ	Business Objects

Abbreviation	Definition
BOSS	Base Operations Support Services
BP	Border Patrol's
BPA	Blanket Purchase Agreement
BFPF	Border Patrol Facilities Program
BPS	Border Patrol Sector
BSL	Biosurveillance Level
BST&T	Bed Space, Transportation and Detainee Location Tracking
BWS	Balance Workforce Strategy
C&A	Certification & Accreditation
C2	Command and Control
C2CEN	Command and Control Center
C3CEN	Command, Control and Communications Center
C4ISR	Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance
C4IT	C4 Information Technology
C4ITSC	C4 Information Technology Service Center
CA	Computer Associates
CAAS	Common Avionics Architecture System
CAE	Common Avionics Architecture System
CAFIS	Component Acquisition Executive
CANES	Consolidated Afloat Networks Enterprise Services
CAM	Common Area Maintenance
CAP	Common Alerting Protocol
CAPT	Captain
CAS	Core Accounting System
CASR	Comprehensive Acquisition Status Report
CAT	Credential Authentication System
CAT/BPSS	Credential Authentication System and Boarding Pass Scanning System
CAW/HAG	Certificate Authority Workstation/High Assurance Guards
CBP	Customs and Border Protection
CBPO/Agents	Customs and Border Protection Officer/Agents
CBP/OIT	CBP/Office of International Trade
CBTD	Checked Baggage Technology Division
CD	Cross Domain
CD/MLS	Cross Domain/Multi-level Security
CDC	Center For Disease Control
CDLMS	Common Data Link Management System
CDM	Continuous Diagnostics and Mitigation
CDR	Critical Design Review

Abbreviation	Definition
CDRL	Contractor Data Requirements List
CDS	Customer & Data Services
CDSE	Cross Domain Support Element
CES	Canine Explosives Section
CFE	Contractor Furnished Equipment
CFR	Code of Federal Regulations
CG	Coast Guard
CGARB	Coast Guard Acquisition Review Board
CGC	Coast Guard Cutter
CG-C2	Coast Guard Command and Control
CG-LIMS	CG Logistics Information Management System
CHCO	Chief Human Capital Officer
CIKR	Critical Infrastructure and Key Resources
CIMS	Contract Information Management System
CIO	Chief Information Officer
CIPS	Correctional Institute Pharmacy System
CISO	Chief Information Security Officer
CITA	Critical Infrastructure Technology & Architecture
C-LAN	Classified Local Area Network
CLAIMS3	Computer Linked Application Information Management System
CLIN	Contract Line Item Number
CM	Configuration Management
CMAS	Commercial Mobile Alerting Service
CM-M	Case Management Modernization
CMS	Credential Management System
CMSP	Commercial Mobile Service Provider
CNCI	Comprehensive National Cybersecurity Initiative
CO	Contracting Officer
COCO	Contractor Owned Contractor Operated
CODEC	Coder/Decoder
COLD2	Combined Operations and Logistics Database 2
COMMITTS	Consolidated Operations, Maintenance, and Management of Information Technical Services
COMMS Tower	Communication Tower
COMOPTEVFOR	Commander, Operational Test and Evaluation Force
COMSEC	Communications Security
CONOPS	Concept of Operations
CONUS	Continental United States
COOP	Continuity of Operations

Abbreviation	Definition
COP	Common Operating Picture
COR	Contracting Officer's Representative
COTF	Commander, Operational Test and Evaluation Force
COTR	Contracting Officer's Technical Representative
COTS	Commercial Off-The-Shelf
CP	Competitive Procurement
CPB	Coastal Patrol Boat
CPFF	Cost Plus Fixed Fee
CPSTR	Card Personalization System Technology Refresh
CRs	Change Request
CRM	Customer Relationship Management
CRT/CERT	Procurement Strategy and Certification Readiness Test/Certification Test
C/S	Conversion/Sustainment
CSC	Cargo Security and Control
CSI	Checkpoint Solutions and Integration
CSPO	Cargo Systems Program Office
CTES	Canine Training and Evaluation Section
CTI	Committee on Trade and Investment
CTIMR	Comprehensive Tactical Infrastructure Maintenance and Repair
CUP	Central Utility Plant
CWB	Center Wing Box
CWMS	Cellular Wireless Managed Services
CY	Calendar Year
D/A	Department and Agency
D&D	Design and Development
D.C.	District of Columbia
D/B	Design/Build
DACA	Deferred Action Childhood Arrival
DACS	Deportable Alien Control System
DAIP	Disaster Assistance Improvement Program
DBA	Data Base Administrator
DC	Data Center
DCMA	Defense Contract Management Agency
DGL	Douglas
DHS	Department of Homeland Security
DID	Design Intent Drawing
DIP	Digital-In-Place
DIS	Document Image System
DISC	Disaster Information Systems Clearinghouse

Abbreviation	Definition
DME	Development, Modernization or Enhancement
DMO	Departmental Management and Operations
DMS	Diminishing Manufacturing Source
DNDO	Domestic Nuclear Detection Office
DO	Delivery Order
DOC-A	DHS Operational Center Block A
DOD	Department of Defense
DOI	Department of Interior
DOS	Department of State
DPD	Digital Product Delivery
DPICS2	DHS Pattern and Information Collaboration Sharing System 2'S
DRs	Defect Resolution
DRO	Detention and Removal Operations
DROM	Description DRO Modernization
DS	Discrete Segment
DSC	Digital Selective Calling
DSL	Digital Subscriber Line
DT	Developmental Testing
DTaaS	Development and Test as a Service
DT&E	Developmental Test & Evaluation
DTE	Developmental Test Environment
DAWIA	Defense Acquisition Workforce Improvement Act
E2E	End-to-End
E3A	EINSTEIN 3.0 Accelerated
EaaS	Email as a Service
EA	Enterprise Architecture
EAB	Enterprise Architecture Board
EAD	Employment Authorization Document
EADIS	Enterprise Applications Development Integration and Sustainment
EAGLE	Enterprise Acquisition Gateway for Leading Edge Solutions
eAPIS	Electronic Advanced Passenger Information System
EARM	ENFORCE Alien Removals Module
EAS	Emergency Alert System
EBSP	Electronic Baggage Screening Program
EC	Enabling Capabilities
E-CDS	Enterprise Cross-Domain Solution
ECOM	ECME Cargo Service, Support Operations and Maintenance
ECP	Engineering Change Proposal
ECS/TCAS	Environmental Control Systems/Traffic Collision Avoidance System

Abbreviation	Definition
EDC	Enterprise Data Center
EDL	Enhanced Driver's License
EDMED	Enterprise Data Management and Engineering Division
EDS	Explosives Detection System
EDS-CP	Explosives Detection System Competitive Procurement
EED	Extended Expiration Date
EFDS	Electronic Flight Display System
EHR	Electronic Health Record
EID	ENFORCE Integrated Database
EID	Enterprise Infrastructure Division
EIS	Enforcement Information Sharing
EIWS	Enrollment/Issuance Workstation
ELA	Enterprise License Agreement
ELIS	Electronic Immigration System
EM	Enterprise Manager
EMI	Emergency Management Institute
EMM	Enterprise Management and Monitoring
EMSG	Email Security Gateway
ENCC	Enterprise Network Control Center
ENFORCE	Enforcement Case Tracking System
ENSS	Enterprise Networked Services Support
ENTSD	Enterprise Networks & Technology Support Division
EO/IR	Electro Optical/Infrared
EOA	Early Operational Assessment
EOD	Entrance On Duty
EOL	End of Life
EPA	Environmental Protection Agency
ERC	Emergency Response Council
ERO	Enforcement and Removal Operations
ERP	Enterprise-Wide Resource Planning
ESB	Enterprise Service Bus
ESC	Executive Steering Committee
ESDO	Enterprise System Development Office
ESS	EO/IR Sensor Systems
ESSI	Enhanced Special Structural Inspection
ESSO	Essentials of Supervising Screening Operations
ESSWG	Enterprise Security Services Working Group
ETD	Explosive Trace Detection
EU	European Union

Abbreviation	Definition
EVM	Earned Value Management
EXT	Exit Transformation
FAA	Federal Aviation Administration
FAAMS	Financial, Acquisition and Asset Management Solution
FAC	Funded Agency Channel
FACMod	Facility Modification
FAMS	Federal Air Marshal Service
FAQ	Frequently Asked Questions
FAT	Factory Acceptance Test
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FFMIA	Federal Financial Management Improvement Act
FFP	Firm Fixed Price
FFRDC	Federally Funded Research and Development Centers
FFS	Fee For Service
FIFO	First In First Out
FIM	Forefront Identify Manager
FINCON/ESCON	Fiber Connectivity/Enterprise System Connection
FINDE	Federal Initiative for Navigation Data Enhancement
FISMA	Federal Information Security Management Act
FL	Florida
FLETC	Federal Law Enforcement Training Center
FM&E	Facilities Management & Engineering
FM&ETI	Facilities Management & Engineering Tactical Infrastructure
FMD	Foot and Mouth Disease
FMFIA	Federal Managers Financial Integrity Act
FMLoB	Financial Management Line of Business
FMNS	Fingerprint Masthead Notification System
FMP	Fleet Management Program
FMSII	Financial Management Service Improvement Initiative
FOC	Full Operational Capability
FOIA	Freedom of Information Act
FOT&E	Follow-on Operational Test and Evaluation
FOUO	For Official Use Only
FPD	Finance and Procurement Desktop
FPM	Freight Performance Measures
FPS	Flight Planning Suite
FPS	Federal Protective Services

Abbreviation	Definition
FPS/SEVP	Financial Planning Software/Student and Exchange Visitor Program
FQT	Development Testing
FRC	Fast Response Cutter
FRCR	Firewall Rule Change Request
FRD	Functional Requirements Document
FREM	Field Real Estate Management
FRP	Full Rate Production
FSTU	Fixed Surveillance Tower Units
FTE	Full-Time Equivalent
FY	Fiscal Year
GA	Georgia
GAO	Government Accountability Office
GCS	Ground Control Station
GDC4S	General Dynamics C4 Systems
GEN	Generation
GEN3	Generation 3
GENBAND	GENBAND Inc.
GETS/WPS	Government Emergency Telecommunications Service/Wireless Priority Service
GFI	Government Furnished Information
GFI	Group Flood Insurance
GII	Geospatial Information Infrastructure
GIS	Geographic Information System
GMDSS	Global Maritime Distress Safety System
GMO	Geospatial Management Office
GMP	Guaranteed Maximum Price
GOCO	Government Owned Contractor Operated
GOTS	Government Off-the-Shelf
GOTS/COTS	Government off-the-Shelf/Commercial off-the-Shelf
GPO	Government Printing Office
GS	Government Service
GSA	General Services Administration
GSF	Gross Square Feet
GTAS	Government-Wide Treasury Account Symbol Adjusted Trial Balance System
HCVG	High Energy X-Ray Gantry Screening System
HEC	High Endurance Cutters
HHS	Health and Human Services
HIS	Housing Inspection Services
HLS	Homeland Security
HME	Homemade Explosive

Abbreviation	Definition
HMI	Human Machine Interface
HPPQ	High Performance Primary Query
HPPQ&MP	High Performance Primary Query & Manifest Processing
HQ	Headquarters
HR	Human Resources
HRIT	Human Resources Information Technology
HRT	Handheld Resolution Tool
HS	Homeland Security
HSDN	Homeland Secure Data Network
HSEDS	High-Speed Explosive Detection System
HSI	Homeland Security Investigations
HSI/OCIO	Homeland Security Investigations/Office of the Chief Information Officer
HSIN	Homeland Security Information Network
HSIP	Homeland Security Infrastructure Program
HSPD	Homeland Security Presidential Directive
HTML	Hyper Text Markup Language
HU	Not an Acronym
HVAC	Heating, Ventilating, and Air Conditioning
HW	Hardware
HW/SW	Hardware/Software
I&A	Intelligence & Analysis
IA	Information Assurance
IA/ATO	Information Assurance/Authorization To Operate
IAA	Inter-Agency Agreement
IaaS	Infrastructure as a Service
IACM	Information Assurance Configuration Management
IAR	Identity Analysis Result
IATO	Interim Authority to Operate
IBCT	Icebreaker, Buoy, Construction Tender
IBM	International Business Machines Inc.
IBO	Implementation and Business Operations
IBR	Integrated Baseline Review
ICAM	Identity, Credential, and Access Management
ICM	Investigative Case Management
ICE	Immigration & Customs Enforcement
ICEPIC	ICE Pattern Analysis and Information Collection System
ICS	International Container Security
IDA	Institute for Defense Analysis
IDENT	Automated Biometric Identification System

Abbreviation	Definition
IDIQ	Indefinite Delivery Indefinite Quantity
IDM	Identity Management
IDMS	Identity Management System
IDP	Integrated Document Production
IDS	Integrated Deepwater System
IDV	Indefinite Delivery Vehicle
IETF	Internet Engineering Task Force
IETP	Interactive Electronic Technical Publication
I-EUS	Infrastructure-End User Support
IFMIS	Integrated Financial Management And Information System (IFMIS)
IFT	Integrated Fixed Towers
IG	Inspector General
IGCE	Independent Government Cost Estimate
IHSC	ICE Health Service Corps
IHSE	ICE Health Service
IICP	Infrastructure Information Collection Program
IICS	Infrastructure Information Collection System
IIRIRA	Immigration Reform and Immigrant Responsibility Act of 1996
IIT	Information Integration & Transformation
IITT	Information Integration and Technology Transformation
IL	Illinois
ILS	Integrated Logistics Support Services
ILSP	Integrated Logistics Support Plan
IM	Information Management
IMCAD	Incident Management Coordination Assessment and Determination
IMS	Integrated Master Schedule
INSURV	Board of inspection and Survey
IOC	Initial Operating Capability
IOP	Interagency Operational Planning
IOT&E	Initial Operational Test & Evaluation
IP	Infrastructure Protection
IPAWS	Integrated Public Alert & Warning System
IPAWS-OPEN	Integrated Public Alert and Warning System Open Platform for Emergency Networks
IPSS	Intrusion Prevention Security Service
IPSS	International Packet Switched Service
IPT	Integrated Project Team
IRCA	Immigration Reform and Control Act
IRD	Interface Requirements Document

Abbreviation	Definition
IRS	Internal Revenue Service
ISA	Interconnection Security Agreements
ISII	Info-Sphere Identity Insight
ISIMC	Information Security and Identity Management Council
ISMS	Integrated Security Management System
ISO	Immigration Service Officers
ISP	Internet Service Provider
ISRS	Image Storage and Retrieval System
ISS	Infrastructure Support Services
ISSM	Information System Security Manager
ISSO	Information Security Systems Office
IST	Initial Service Test
ISVS	In-Service Vessel Sustainment
IT	Information Technology
IT&E	Independent Test and Evaluation
ITAR	Information Traffic in Arms Regulations
ITB	Interdiction Technology Branch
ITDS	International Trade Data System
ITE	Integration Test Environment
ITFO	IT Field Operations
ITI	Information Technology Infrastructure
ITIL	Information Technology Infrastructure Library
ITIP	Information Technology Infrastructure Program
ITOM	Information Technology Operations and Maintenance
ITP	Infrastructure Transformation Program
ITPM	Information Technology Program Manager
ITSGB	Information Technology Services Governance Board
IV&V	Independent Verification & Validation
IVT	Integrated Vessel Targeting
IXC	Interexchange Carrier
IYND	In-Yard Need Date
J&A	Justification and Approval
JDA	Joint Developmental Assignment
JITC	Joint Interoperability Test Command
JOA	Job Opportunity Announcements
JPMO	Joint Program Management Office
JPO	Joint Program Office
JWPMO	Joint Wireless Program Management Office
KIAS	Knots-Indicated Airspeed

Abbreviation	Definition
KO	Contracting Officers
KPP	Key Performance Parameter
KY	Kentucky
LA	Louisiana
LACS	Logical Access Control Systems
LA/LB	Los Angeles/Long Beach
LAMP	Levee Analysis and Mapping Procedures
LAN	Local Area Network
LAP	Leased Acquisition Project
LBI	Land Border Integration
LCCE	Life Cycle Cost Estimate
LDAP	Lightweight Directory Access Protocol
LED	Light-Emitting Diode
LES	Law Enforcement Sensitive
LEIS	Law Enforcement Information Sharing
LEISS	Law Enforcement Information Sharing System
LES	Law Enforcement Sensitive
LEXS	Logical Entity Exchange Specifications
LIMS	Logistics Information Management System
LJS	Leadership Job Simulation
LLNL	Lawrence Livermore National Laboratory
LLTM	Long Lead Time Material
L&M	Logistics and Maintenance
LMR	Land Mobile Radio
LOA	Letter of Authentication
LOMA	Letter of Map Amendment
LPMO	Local Program Management Office
LPOE	Land Ports of Entry
LPR	License Plate Recognition
LRDS	Lookout Record Data Services
LRIP	Low Rate Initial Production
LRS	Long Range Surveillance
LSCMS	Logistics Supply Chain Management
LSS	Logical Shore Stations
LTE	Long Term Evolution
LTSO	Lead Transportation Security Officer
MAOL	Major Acquisition Oversight List
MAP	Mapping-Assessment-Planning, Mobile Assets Program
MAPMO	Mobile Assets Program Management Office

Abbreviation	Definition
MCI	Kansas City International Airport
MD	Maryland
MDI	Morpho Detection Inc.
MDO	Master Delivery Order
ME	Maine
MEA	Microelectrode Array
MEA	Multi-Role Enforcement Aircraft
MEC	Medium Endurance Cutter
MEP	Mission Effectiveness Project
MIP	Mapping Information Platform
MIRP	Mexican Interior Repatriation Program
MLH	Midlakes Hireboats, Ltd.
MLS	Multi-Level Security
MMA	Mid-Life Maintenance Availability
MNS	Mission Needs Statement
MOD	Modernization
MOU	Memorandums of Understanding
MP	Manifest Processing
MPA	Maritime Patrol Aircraft
MPCMS	Machinery Plant Control Monitoring Systems
MPLS	Multiprotocol Label Switching
MRA	Manpower Review Analysis
MRFC/P	Media Resource Function Controller/Protocol
MRO	Maintenance, Repair, and Overhaul
MRS	Medium Range Surveillance
MRZ	Machine Readable Zone
MS	Microsoft
MSAM	Major Systems Acquisition Manual
MSC	Mobility Service Center
MSEDS	Medium Speed Explosive Detection System
MSF	Mission Support Facilities
MSF	Multi-Service Switching Forum
MSP	Managed Services Provider
MSP	Mission Systems Pallet
MSS	Mission System Suite
MT	Montana
MTA	Maintenance Ticketing Application
MTSA	Maritime Transportation Security Act
MVP	Minimally Viable Product

Abbreviation	Definition
N/A	Not Applicable
NAC	National Advisory Committee
NAG	National Assessment Group
NAIS	Nationwide Automatic Identification System
NAS	National Academy of Sciences
NATIONS	National Area and Transnational IT Operations and Next-Generation Support
NAVAIR	Naval Air Systems Command
NAVSEA	Naval Sea Systems Command
NAWAS/AWAS	National Warning System
NBACC	National Biodefense Analysis and Countermeasures Center
NBAF	National Bio and Agro-Defense Facility
NBFAC	National Bioforensic Analysis Center
NBIC	National Biosurveillance Integration Center
NBTCC	National Biological Threat Characterization Center
NC	North Carolina
NCIC	National Crime Information Center
NCP	National Canine Program
NCPS	National Cybersecurity & Protection System
NCRAD	National Capital Region Area Defense
NCS	National Communications Systems
NDC	National Data Center
NDRS	National Distress Response System
NEB	Network Engineering Branch
NECP	National Emergency Communications Plan
NEMIS	National Emergency Management Information System
NEPA	National Environmental Policy Act
NFC	National Finance Center
NFIP	National Flood Insurance Program
NFIRS	National Fire Incident Reporting System
NG-ADS	Next-Generation Automated Detection System
NGL	Nogales
NGN	Next Generation Network
NGN-PS	Next Generation Network-Priority Service
NII	Non - Intrusive Inspection
NIPRNET	Non-classified Internet Protocol (IP) Router Network
NIST	National Institute of Standards and Technology
NJ	New Jersey
NM	New Mexico
NNSV	International and Justice Public Safety Screening Services

Abbreviation	Definition
NOAA	National Oceanic and Atmospheric Administration
NOC	National Operations Center
NPPD	National Protection and Programs Directorate
NPRS	Next Generation Periodic Reporting System
NPWS	National Public Warning System
NS/EP	National Security/Emergency Preparedness
NSC	National Security Cutter
NSERC	Naval Systems Engineering Resource Center
NSF	Net Square Feet
NSO	Network & Security Operations
NSS	National Security Systems
NSSE	National Security Special Event
NSSP	National Security System Program
NSWC	Naval Station Weapons Center
NTC	National Training Center
NTIA	National Telecommunications and Information Administration
NTNO	Navy Type, Navy Owned
NY	New York
O&M	Operations & Maintenance
O&S	Operations & Support
OA	Operational Assessment
OAM	Office of Air and Marine
OAQ	Office of Acquisition
OAS	Oracle Application Server
OAST	Office of Accessible Systems and Technology
OBIM	Office of Biometric Identity Management
OBP	Office of Border Patrol
OCC	Office of Chief Council
OCIO	Office of the Chief Information Officer
OCM	Obsolete Component Modernization
OCONUS	Outside the Continental United States
OCR	Optical Character Recognition
ODC	Other Developmental Costs
ODLS	Online Detainee Locator System
ODS	Operational Data Store
OEC	Office of Emergency Communications
OEM	Original Equipment Manufacturer(S)
OFF	Oracle Federal Financials
OFO	Office of Field Operations

Abbreviation	Definition
OFO/CBP	Office of Field Operations / Customs and Border Patrol
OFT	Operational Flight Test
OGC	Office of the General Council
OHA	Office of Health Affairs
OHC	Office of Human Capital
OIG	Office of Inspector General
OIIL	Office of Intelligence and Investigative Liaison
OIS	Office of Immigration Statistics
OIT	Office of Information Technology
OM	Operations Monitoring
OMB	Office of Management Budget
OMB/DHS	Office of Management Budget / Department of Homeland Security
ONENET	ONENET System
ONL	Office of National Laboratories
OPC	Offshore Patrol Cutter
OPHOUR	Coast Guard's Patrol Boat Operational Hour
OPNAV	Operational Navy
OPS	Office of Operations Coordination and Planning
ORD	Operational Requirements Document
ORR	Operational Readiness Review
OS	Operating System
OSC	Office of Security Capabilities
OSO	Office of Security Operations
OT	Operational Test
OT&E	Operational Test and Evaluation
OTA	Operational Test Agency
OTAP	Over The Air Programming
OTC	Office of Transformation Coordination
OTH	Over The Horizon
OTJ	On The Job
OTRR	Operational Test Readiness Reviews
OTWE	Office of Training and Workforce Engagement
P&CD	Preliminary and Contract Design
P.L.	Public Law
PA	Pennsylvania
PACS	Physical Access Control Systems
PARM	Program Accountability and Risk Management
PAYTA	Payroll Data Application
PBF	Public Budget Formulation

Abbreviation	Definition
PCA	Physical Configuration Audits
PCARD	Purchase Card
PCIF	PIV Card Issuance Facilities
PCIIMS	Protected Critical Infrastructure Information Management System
PCM	Profitability and Cost Maintenance
PDM	Program Depot Maintenance
PDR	Preliminary Design Review
PE	Point Estimate
PE	Program Element
PEP	Primary Entry Points
PEP	Policy Enforcement Points
PERSEC	Personnel Security System
PETD	Were Updated; Portable Etds
PGA	Participating Government Agency
PIADC	Plum Island Animal Disease Center
PII	Personally Identifiable Information
PIN	Personal Identification Number
PIP	Primary Inspection Processes
PIV	Personal Identity Verification
PKI	Public Key Infrastructure
PLCCE	Program Life Cycle Cost Estimate
PM	Program Management
PMA	Programmable Matching Accelerator
PMO	Program Management Office
PMR	Program Management Review
PM/SELC	Program Management/Systems Engineering Life Cycle
PMSS	Program Management Support Services
PNR	Passenger Name Records
POAM	Program Objectives and Milestones
POC	Point of Contact
POE	Port of Entry
POM	Program Office Memorandum
PoP	Period of Performance
POTS	Plain Old Telephone Services
PP&B	Personnel, Payroll, and Benefits
PPA	Personal Performance Appraisals
PPBE	Planning Programming Budget & Execution
PPR	Project Planning Review
PPS	Procurement for Public Sector

Abbreviation	Definition
PPZ	Pre-Primary Zone
PQS	Primary Query Service
PQS-APIS	Primary Query Service-Advanced Passenger Information System
PR	Problem Report
PRC	Permanent Resident Card
PRIME	Patriot Routing Interface and Messaging Environment
PRO	Project Resident Office
PROD	Production
PRR	Production Readiness Review
PRSAT	Preliminary Regional Site Acceptance Test
PRWORA	Work Opportunity Reconciliation Act of 1996
PSA	Post Shakedown Availability
PSM	Portsmouth International Airport at Pease
PSO	Protective Security Officer
PSP	Passenger Screening Program
PSPD	Passenger Systems Program Directorate
PSPO	Passenger System Program Office
PS-SETA	Priority Service - Systems Engineering and Technical Assistance
PSS	Physical Shore Station
PSTP	Project SELC Tailoring Plan
PTS	Priority Telecommunication Services
PWS	Performance Work Statement
PZ	Primary Zone
QA	Quality Assurance
QA/IV	Quality Assurance / Independent Verification
QASP	Quality Assurance and Surveillance Plan
QC	Quality Control
QDP	Qualification Data Package
QHSR	Quadrennial Homeland Security Review
QPAR	Quarterly Program Accountability Report
QPL	Qualified Product Listing
QPMR	Quarterly Program Management Review
QRT	Qualification Readiness Testing
QTL	Qualified Technology List
QTR	Quarter
RAD	Risk Analysis Division
RADAR	Radio Detection And Ranging
RADM	Rear Admiral
RAS	Requirements and Acquisition Support

Abbreviation	Definition
RB	Response Boat
RB-M	Response Boat-Medium
RCA	Risk Classification System
RDLP	Re-procurement and Data License Package
RF	Radio Frequency
RFC	Residual Functional Capacities
RFF	Remote Fixed Facility
RFI	Request for Information
RFID	Radio Frequency Identification
RFID/LPR	Radio Frequency Identification / Laser Point Read
RFP	Request For Proposal
RFQ	Request For Quote
RGV	Rio Grande Valley
RITC	Radiation Interdiction Technologies For Conveyances
RMM	Remote Monitoring and Maintenance
RMM/MTA	Remote Maintenance Ticketing Application
RMP	Risk Management Plan
RMS	Report Management System
RNAV	Performance (RNP) Area Navigation
RNP	Required Navigational Performance
ROD	Remedy on Demand
ROIP	Radio Over IP
ROM	Rough Order of Magnitude
RRCS	Remote Radio Console System
RS-IL	Reduce Speed, In Line
RSP	Riverbed Services Platform
RTM	Requirements Traceability Matrix
RVSS	Remote Video Surveillance System
S&T	Science & Technology
SAD	Software Application Development
SAFE	Security and Accountability for Every
SAMS	Sunflower Asset Management System
SAN	Storage Area Network
SAP	Systems Applications and Products
SAP/VMIS	Systems Application and Products/Volunteer Management Information Systems
SAR	Search and Rescue
SAT	System Acceptance Testing
SATCOM	Satellite Communications

Abbreviation	Definition
SAVE	Systematic Alien Verification for Entitlements
SAVER2	Situational Awareness Viewer for Emergency Response & Recovery
SBA	SBA appears in appendix only
SBU	Sensitive But Unclassified
SC	South Carolina
SCC	Sector Command Center
SCCM	System Center Configuration Manager
SCI	Secure Compartmentalized Information
SCIF	Secure Compartmentalized Information Facility
SCIP	Statewide Communication Interoperability Plan
SCO	Screening Coordination Office
SCR	System Change Request
SD	South Dakota
SDD	Systems Development Division
SDR	Systems Definition Review
SE	Simplified Entry
SEACATS	Seized Asset and Case Tracking System
SEB	Single Entry Bond
SED	Systems Engineering Division
SEDA	Structural Enhancement Dry-dock Availability
SEE&AM	Sustainability, Energy, Environmental, and Asset Management
SEIO	Simplified Enclosure Input Output
SELC	System Engineering Life Cycle
SEM	Security Equipment Modernization
SEMP	Systems Engineering Management Plan
SEP	System Evaluation Plan
SER	Solution Engineering Review
SETA	Systems Engineering and Technical Assistance
SEVIS	Student and Exchange Visitor Information System
SEVP	Student and Exchange Visitor Program
SF	Secure Flight
SFB	Orlando Sanford International Airport
SFI	Secure Freight Initiative
SFLC	Surface Forces Logistics Center
SFLC/APO	Surface Forces Logistics Center/Asset Project Office
SFUI	Secure Flight User Interface
SHIPO	State Historic Preservation Officer
SHSTS	Ship Helicopter Secure and Traverse System
SIEM	Security Information and Event Management

Abbreviation	Definition
SIGMA	Secured Integrated Government Mainframe Access
SIOC	Strategic Information and Operations Center
SIT	System Integration Testing
SLA	Service Level Agreement
SLEP	Service Life Extension Project
SLFC	Shore Forces Logistics Center
SLIC	State and Local Intelligence Community of Interest
SLM	Software Lifecycle Management
SMA	Service Management Application
SME	Subject Matter Expert
SOA	Service Oriented Architecture
SOA/GSS	Global Site Selector
SOC	Secure Operations Center
SON	Sonita
SOP	Standard Operating Procedure
SOW	Statement of Work
SP	Service Provider
SPAWAR	Space and Naval Warfare Systems Command
SPOT	Screening Passengers By Observation Techniques
SPP	Screening Partnership Program
SR	Service Request
SRB	Sequestration Review Board
SRO	Software Release Offering
SRQ	Sarasota-Bradenton International Airport
SRR	Short Range Recovery
SSA	Social Security Administration
SSDM	Small Site Data-center Migration
SSI	Sensitive Security Information
SSI.ESSI	Sensitive Security Information. Electronic Sensitive Security Information
SSP	Security System Program
SST	Specialized Security Training
ST	Strategic Technology
STAMP	Strategic Air and Marine Plan
STAN	CM Is Maintained; Standardization
STIP	Security Technology Integrated Program
SW	Software
SWB	Southwest Border
SWIRS	Standard Workstation Infrastructure Recapitalization and Sustainment
T3 Training	Train the Trainer Training

Abbreviation	Definition
T&E	Test and Evaluation
T&M	Time and Materials
TAC	Technical Assistance Center
TACCOM	Technology Advancements Outpace Tactical Communications
TAC-COM	CBP – Tactical Communications
TAPO	Technology Application Program Office
TASPD	Targeting and Analysis System Program Directorate
TASPO	Targeting and Analysis Systems Program Office
TAV	Total Asset Visibility
TBD	To Be Determined
TECS	The Enforcement Communication System
TEDS	Transportation Security Deployment Services
TEMP	Testing and Evaluation Master Plan
TESS	Test and Evaluation Support Services
T-H	Truman-Hobbs Act
TI	Tactical Infrastructure
TIA	Telecommunications Industry Association
TIC	Trusted Internet Connection
TICS	Transformation Integration & Configuration Services
TIM	Technology Infrastructure Modernization
TIP	Technology Integration Program
TIP	Tactical Infrastructure Program
TISCOM	Telecommunications and Information Systems Command
TL	Transformation Liaisons
TO	Task Order
TRR	Technology Readiness Review
TSA	Transportation Security Administration
TSABI	Top Secret and Below Interface
TSE	Transportation Security Equipment
TSIF	TSA Systems Integration Facility
TSSV	TECS Screening Services
TTAC	Transportation Threat Assessment and Credentialing
TWIC	Transportation Worker Identification Credential
TX	Texas
U.S.	United States
UAS	Unmanned Aircraft Systems
UAT	User Acceptance Testing
UDM	User Defined Metrics
UES	User Enrollment System

Abbreviation	Definition
UH	Utility Helicopter
UR&E	Universal Application & Enrollment
US	United States
USACE	United States Army Corps of Engineers
USAF	United States Air Force
USBP	United States Border Patrol
USC	United States Code
USCG	United States Coast Guard
USCIS	United States Citizenship and Immigration Services
USCIS/OIT	United States Citizenship and Immigration Services/Office of Information Technology
USDA	United States Department of Agriculture
USM	Under Secretary of Management
USN POR	United States Navy Program of Record
USPS	United States Postal Service
USSS	United States Secret Service
UVAR	Universal Vetting, Adjudication & Redress
US-VISIT	United States Visitor and Immigrant Status Indicator Technology
UTB	Utility Boats
VA	Virginia
VAMP	Video and Mission Processor
VDC	Virtual Data Center
VDL	Transmit/VHS Data Link
VER	Verification Modernization
VHS	Video Home System
VIS	Verification Information System
VM	Virtual Machine
VOC	Not an acronym
VoIP	Voice over Internet Protocol
VPN	Virtual Private Network
VSAT	Very Small Aperture Terminal
VUAV	Vertical Unmanned Aerial Vehicle
WA	Washington
WAN	Wide Area Network
WDC	Washington D.C.
WEA	Wireless Emergency Alerts
WEB	Wireless Engineering Branch
WebEOC	Web Based Emergency Operations Center
WG	Working Group

Abbreviation	Definition
WHTI	Western Hemisphere Travel Initiative
WHTI/LBI	Western Hemisphere Travel Initiative/Land Border Integration
WINS	Workflow Imaging Network System
WIPT	Working Integrated Product Team
WMSM/OPC	Maritime Security Cutter Medium/Offshore Patrol Cutter
WSPO	Wireless Systems Program Office
WYO	Write Your Own

Appendix B. Programs Evaluated

Component		Program	Level	Type
1	CBP	Integrated Fixed Towers (IFT)	2	Mixed
2	FEMA	NFIP Information Technology Systems Phoenix	2	IT
3	NPPD	Continuous Diagnostics and Mitigation (CDM)	2	IT
4	NPPD	National Cybersecurity & Protection System (NCPS)	1	IT
5	TSA	Technology Infrastructure Modernization (TIM) Program	2	IT
6	USCIS	Transformation	1	IT
7	USCIS	Verification Modernization (VER)	2	IT