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


US-VISIT Mission

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

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

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

- Requires rapid integration of people, processes and technology
US-VISIT Mission

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

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

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

Conformance with Existing Privacy Laws and Policies
- Respect for national and international privacy
- Proactive stakeholder outreach and education program
- Ongoing analysis of privacy laws and policies at a Federal, State, and International level
Smart Border Alliance Vision
Four Components

- **Virtual Border**
  - Redefines the border
  - Transforms business processes by redefining where, when, what and who
  - Allow early identification and classification of traveler

- **Integrated Traveler Folder**
  - Provides comprehensive, real-time view of traveler information, including biometrics and risk level
  - Available to inspectors, adjudicators, consular officers, etc. through wide array of devices

- **Mission Operations Center**
  - Center for tactical tracking and analysis, traveler risk assessment, operational planning, strategic analysis
  - Comprehensive, universal view of the border management environment
  - Improves value-based allocation of operational and technical resources

- **System of Systems**
  - Enables effective integration of existing processes and systems
  - Builds on existing processes and systems in a flexible, efficient manner
Smart Border Alliance Vision
Four Components

Virtual Border

Integrated Traveler Folder

Traveler Folder

US-VISIT Program Goals and Desired Business Results

Mission Operations Center

System of Systems

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Management Approach Agenda

- Commitment and Program Organization
  - Organizational Structure and Team Integration
  - 15 Minute Break
  - Start-up Risks
  - Program Process Integration and Control
  - Lessons Learned
Working Together with You
Proposed Organization
Where US-VISIT Fits in Corporate Structure
Capabilities of Our Team
Transformation and Partnership
Outline

Role on US-VISIT: Program Manager
Lead Speaker: Eric Strange
Presentation Topic: Commitment and Program Organization
Business transformation requires more than back office competence

- Performance-based contracting
- Accounting for operational realities
- Joint IPT governance
- Regular, open communication

Supported by

- Value creation focus
- Business outcomes driven
- Enterprise perspective

Program management is based on a 3 part model

In order to deliver business transformation our approach to

Transformation and Partnership
How We Built Our Team

- We listened to you
- We talked with your stakeholders
- We studied your business processes
- We built an As-Is and To-Be baseline model
- We defined the key capabilities required to successfully partner with the Government to deliver US-VISIT
- Willingness to share performance risk
- Innovation and fresh ideas
- Value with speed
- Corporate agility, flexibility, and ability to deliver
- Government programs
- Track record of on-time delivery for large-scale
- Border management experience

Five Selection Criteria

How we built our team
Smart Border Alliance Capabilities

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Accenture’s Capabilities

- **Core Values**
  - Client value creation
  - Best people
  - Respect for the individual
  - Integrity
  - Stewardship

- **Lines of Business**
  - Consulting
  - Business Integration
  - Application Development
  - IT and Business Process Outsourcing

- **86,000 employees, 110 offices, 48 countries**

- **Recognized by Gartner Group as industry leader in business transformation**

- **Accenture’s core competency – business transformation**
  - Largest global enterprises
  - Transformation focused Program Management
  - Business outcomes - on schedule
  - Business architectures
  - Rapid integration of business process and human factors, enabled by technology
  - Willing to commit people and share performance risk
Accenture Capabilities

- **Business Transformation**
  - DLA-BSM
  - USPS DOIS
  - Sainsbury
  - Dell

- **Business Architecture**
  - Transportation Security Administration
  - Customs and Border Protection
  - Ireland GNIB
  - NZ Customs

- **Program Management**
  - DLA-BSM
  - USPS DOIS
  - Air Force FIRST
  - Texas Medicaid

- **Organizational Change Management**
  - Her Majesty’s Customs and Excise
  - Citizenship and Immigration Canada
  - Sainsbury
  - BP
Raytheon Capabilities

Core Values
- People
- Integrity
- Commitment
- Excellence

Lines of Business
- Intelligence and Information Systems
  - Homeland Security
- Raytheon Technical Services Company
- Integrated Defense Systems
- Raytheon Missile Systems

Founded 80 years ago, today 78,000 employees worldwide

Development, integration, deployment and operation
- Global leader in mission critical DoD and Intelligence Systems

Systems integration, transition, deployment
- Experience, processes, and corporate best practices reduce risks

Biometrics
- Proven products and technologies

Customer Success Is Our Mission
Raytheon Capabilities

- Systems Engineering
  - DD(X) – System Integrator on $1.36B program with Navy
  - NPOESS – Ground Segment developer and integrator for $5B Program with DoD, NOAA, and NASA
  - EOSDIS – Core developer and integrator for largest civilian unclassified data information system

- Transition and Deployment
  - SEI – Installed over 180 Explosive Detection Systems and 1550 Explosive Trace Detection Systems at approximately 250 airports
  - TSSC – $1.67B Technical Support Services Contract with FAA
  - FAA STARS - Successfully installed 84 systems at 300+ locations on or ahead of schedule, without disruption to air traffic control operations

- Biometrics
  - Developed and deployed biometric technology enabled identification systems for INS to 150+ sites and produced over 4M machine readable documents for the Argentina Passport and National ID Card Program

- Law Enforcement and Intelligence
  - Developed and Deployed over 100 classified electronic surveillance systems to law enforcement agencies in US and internationally
Core Values
- Ethic of Honesty and Service
- Quality Work and Customer Satisfaction
- Caring about Our People

Lines of Business
- National Security
  - Homeland Security
  - Defense
  - Intelligence
- Civil Government
- Health Care and Public Health

Founded in 1978; over 3,100 employees; headquarters in Fairfax, VA

Information Assurance and Privacy
- Programmatic and Engineering
- NSA IA CMM L3 – Evaluated #1
- NPDB and FPLS

Performance Management
- Technical and Business Process
- IRS and National Guard

Operations Centers
- Both Classified and Private Sector
- National Military Command Center

Knowledge Engineering
- Warehousing, Mining, Risk Assessment
- CMS, IRS, and NASD

Continuity of Operations
- All three Branches of Government
SRA International Capabilities

- **IRS**
  - Computer Security Incident Response Capability
  - Enterprise Systems Management
  - Fraud Detection

- **National Guard**
  - Operation Center (NOC and SOC)
  - Enterprise Systems Management
  - Advanced IT Services and Reserve Component Automation System

- **DHS**
  - US Computer Emergency Readiness Team
  - National Cyber Security Division Policy Analysis
  - National Communications System Ops Center
  - Infrastructure Coordination Division
  - Homeland Security Operations Center
  - EP&R COOP Readiness Reporting System

- **Law Enforcement**
  - ICE and CBP Intel Analysis
  - Criminal Investigative Link Analysis
  - DOJ Information Assurance
  - FBI Business Continuity Planning

- **Intel Community**
Titan Capabilities

Core Values
- Excellence In All Endeavors
- Respect for the Individual
- Customer Satisfaction
- Corporate Integrity

Lines of Business
- Enterprise Information Technology
- Homeland Security
- Transformational Programs
- C4ISR

Founded in 1981; 12,000 employees in 300 locations; HQ in San Diego, CA

Testing, Quality Assurance, Configuration Management
- Industry leader in systems assurance services to federal government
- NASA Goddard 2003 Contractor Excellence Award
- Skilled staff

Legacy System Experience
- Have provided testing, CM, and QA support to INS/DHS systems since 1994
- IDENT, IAFIS, IBIS, CIS, ENFORCE, CLAIMS, INSPASS
Titan Capabilities

- NASA
  - EOSDIS
  - Space Shuttle
  - International Space Station

- DHS
  - INS STARS Systems Management and Integration
  - Air and Marine Operations Center
  - Resource Management Transformation Office

- U.S. Army
  - Reserve Component Automation System
Deloitte Capabilities

Core Values
- Outstanding value to clients
- Commitment to colleagues
- Integrity
- Strength from cultural diversity

Lines of Business
- Strategy and Operations
- Human Capital
- Risk and Security

46,000 employees in 80 US cities; 120,000 in 150 countries

Human Capital Service Line
- Ranked second-largest provider of Human Capital services in the world by the Kennedy Information Group

Communications and Outreach
- World-class expertise proven at DHS and large commercial clients
- Received e-Gov Pioneer Award for 2003 and the TSA Partnership Award
Deloitte Capabilities

- **DHS/CBP**
  - Established “One Face at the Border” via its merger integration initiative

- **DHS/TSA**
  - Provided primary support on the eGov Operating Platform/Constituent Relationship Management initiative

- **HP/Compaq**
  - Supported global merger integration

- **Communications and Outreach** have been a key thread in thousands of client solutions delivered
GTM Capabilities

Core Values
- Commitment to excellence
- Clear vision of the future with experience of the past

Lines of Business
- Biometrics
- Air Transport Systems
- Project Management: Border Management, Travel document systems, Trusted Traveler program, DHS training programs

Corporate profile: Founded in 1994; Average 30 years of US Government experience

Immigration border, field (domestic and international), and headquarters management
- Senior level Department of State and INS Policy leadership and operational experience

Alliance Role: Subject Matter Expert
- Immigration law, policy and operational matters
- Border and project management
- Consular affairs and anti-crime programs
GTM Capabilities

- **Trusted Traveler Programs**
  - Developed US Automated Check in Clearance Entry Support System (USACCESS) automated Trusted Traveler border clearance trial system with TSA, CBP, DoS/CA, and United Airlines

- **Border Management**
  - Led development of DHS funded Enhanced International Traveler Security (EITS) concept on behalf of the White House (OSTP)
  - Assist foreign governments in efforts to improve border controls and documentation systems

- **Biometrics**
  - Established the International Biometric Industry Association (IBIA)
STTAS Capabilities

Core Values
- Commitment to excellence
- Innovative solutions tailored to clients’ needs

Lines of Business
- Managed Services
- Global Customs Modernization Services
- Border Security Services
- International Trade Consulting

Founded in 1989; 300 employees; HQ in Washington, DC; Offices in Miami, Detroit, Ottawa, Portland, and Phoenix

Unrivaled Technical Expertise
- Border management
- Transportation
- International customs
- Global security

Risk Management
Organizational Change
Strategic Planning
Trade and Travel Data Analysis
Training and Education
Significant Executive Government Experience
- 1 Commissioner of US Customs
- 4 Deputy Commissioners
- 2 US Trade Ambassadors
- 1 Deputy Under Secretary for Labor

Global Customs Modernization Services for
- Governments of Armenia, Brazil, China, Dominican Republic, El Salvador, Ghana, Guatemala, Hong Kong, Kenya, Singapore, Sri Lanka, United States
- World Bank projects for Asia, Peru, Thailand
- Asia-Pacific Economic Cooperation (APEC) forum’s agenda
Additional Business Partners

- Additional business partners supplement our key capabilities skill set

- Small Business Advocate within the Alliance Program Office promotes responsive small business contracting

- Accenture is currently working with three small business partners in our Mentor-Protégé Program approved by DHS
  - CompuTech Incorporated
  - Information Control Systems
  - Tsymetry

Commitment to SB/SDBs evidenced by allocation of 48.1% of subcontractor dollars for life of program
# Additional Business Partner Capabilities

<table>
<thead>
<tr>
<th>Small Business Subcontractors</th>
<th>Capabilities</th>
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<tbody>
<tr>
<td>Base Technologies</td>
<td>- Border Management Software and Systems Support</td>
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<tr>
<td>Blackstone Technology</td>
<td>- Enterprise Architecture Development Support</td>
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<tr>
<td>Catapult Technology, Ltd.</td>
<td>- Solution Development Support</td>
</tr>
<tr>
<td>CompuTech Incorporated</td>
<td>- Data Administration and Solution Development</td>
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<tr>
<td>Fair Isaac Corporation</td>
<td>- Legacy System Integration</td>
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<tr>
<td>HLB Decision Economics, Inc.</td>
<td>- Data Management, Data Risk Assessment</td>
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<td>Information Control Systems</td>
<td>- Performance and Economic-Based Business Cases</td>
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<td>Infopro</td>
<td>- Software Design and Development</td>
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<td>Intelligent Decisions, Inc.</td>
<td>- Solution Design and Development</td>
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<td>Markland Technologies</td>
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<td>SISCO</td>
<td>- Land Border Management Consulting</td>
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<td>Stanley Associates, Inc.</td>
<td>- Biometrics Integration Support</td>
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<td>Systems Resources, Inc.</td>
<td>- Department of State Systems and Business Operations</td>
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<td>Tsymetry</td>
<td>- Solution Development Support</td>
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<tr>
<td>USProtect</td>
<td>- Solution Development Support</td>
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<td>Visionary Integration Professionals</td>
<td>- Force Protection Activities and Land Border Experience</td>
</tr>
<tr>
<td></td>
<td>- Program Management Support</td>
</tr>
</tbody>
</table>
Advisory Groups

- Senior Advisory Board

- Accenture Border Management Communities of Interest
  - Immigration, Justice and Security Community of Practice
  - Customs and Revenue Community of Practice

- Alliance Technology Labs
  - Research and Development

- Independent Quality Assurance
  - Tim Breene, Accenture Chief Strategy Officer
  - Direct report to Joe Forehand, Accenture CEO
### Senior Advisory Board

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>Governor Frank Keating (Co-chair)</td>
<td>Fmr Governor Oklahoma</td>
</tr>
<tr>
<td>Hon. George Mitchell (Co-chair)</td>
<td>Fmr Senate Majority Leader</td>
</tr>
<tr>
<td>Myrta King Sale (Chris)</td>
<td>Fmr Deputy Commissioner INS</td>
</tr>
<tr>
<td>George Weise</td>
<td>Fmr Commissioner Customs</td>
</tr>
<tr>
<td>Joseph Philip Robert Murray (Phil)</td>
<td>Fmr Commissioner - RCMP</td>
</tr>
<tr>
<td>Luis Carlos Moreno</td>
<td>Fmr Commissioner Customs - Mexico</td>
</tr>
<tr>
<td>Hon. Ramono Mazzoli</td>
<td>Fmr Congressman (INS Subcommittee)</td>
</tr>
<tr>
<td>General George Joulwan, USA (Ret.)</td>
<td>Fmr Supreme Allied Commander Europe</td>
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<tr>
<td></td>
<td>Fmr Presidential Advisor</td>
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<tr>
<td>David Bates</td>
<td>Fmr Secy to Cabinet White House (Bush I),</td>
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<tr>
<td></td>
<td>Fmr Dpty Ass’t Secy Treasury (Customs)</td>
</tr>
<tr>
<td>Robert M. Tobias</td>
<td>Fmr Nat’l President Treas. Employee Union</td>
</tr>
<tr>
<td>George Ramon</td>
<td>Border Trade Alliance</td>
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<tr>
<td>Vice Admiral Tim Josiah, USCG (Ret.)</td>
<td>Fmr Chief of Staff USCG</td>
</tr>
<tr>
<td>Greg Carnill</td>
<td>Fmr USDA Executive</td>
</tr>
</tbody>
</table>
### Relevant History With Teaming Partners and Subcontractors

- **All have worked as partners on US-VISIT for almost one year**
- **Accenture / Raytheon, 15+ programs including**
  - US Dept. of Education
  - Mac-PAC/D for Missile Systems
  - Product design processes and tools for Raytheon Aircraft
  - Customer Interaction Center
  - HR/payroll shared services center for 70,000 employees
- **Accenture / SRA**
  - Defense Logistics Agency (DLA)
- **Accenture / Titan**
  - NASA SAP Core Financials
- **Most of the smaller teaming partners have done work with Accenture, Raytheon, SRA and Titan**
- **Raytheon / SRA / Titan**
  - NASA Goddard Space Flight Center
- **Raytheon / Titan**
  - NASA EOSDIS
  - RADAR Technology Insertion Program (RTIP) at Langley AFB
  - Office of Naval Intelligence
  - SILVERCOMET
- **SRA / Raytheon**
  - Defense Information Security Agency (DISA) Next Generation
- **SRA / Titan**
  - National Guard Bureau AITS
  - National Reconnaissance Office EMS
  - COMETS
  - NSA NEADS

---

*Past teaming success reduces US-VISIT risk*

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Corporate policies have been aligned to eliminate negative impacts on the performance of this contract

- Initially, we conducted a review of all corporate policies that could influence the performance and operation of this contract

- At the corporate level, all teammates have committed that policies will not inhibit our ability to work together and deliver business outcomes

- In addition, Smart Border Alliance Executives meet to review and resolve any policy issues that surface

Result = maximized Smart Border Alliance performance
### How We Are Integrated: Corporate Policies

<table>
<thead>
<tr>
<th>Policy</th>
<th>Accenture</th>
<th>Raytheon</th>
<th>SRA</th>
<th>Titan</th>
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<td>Capability Maturity Model</td>
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<td>Work Schedule</td>
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</table>
How We Are Integrated: Work Effectiveness Measures

- Common metrics provide common focus for business outcomes
  - Cost
  - Schedule
  - Performance
  - Customer Satisfaction

- Team member accountability is tied to work effectiveness measures
  - Pre-Task Order Start
    - Each measure is mapped to the RFP and work breakdown structure
    - Each target is mapped to the RFP and/or integrated master schedule
    - Payment guidelines for each target are established
  - Post-Task Order Start
    - Measures are agreed upon with DHS and SLAs established
    - We execute, deliver, obtain acceptance, and invoice
Our Performance Measurement Approach

US-VISIT Program

Operational Measures - Mission and Vision - Work Effectiveness Measures

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

Desired Outcomes:
- On Time
- On Budget
- High Performance
- Satisfied Customers
How We Are Integrated: Corporate Incentives

- Quantified metrics used to measure both operational success and work effectiveness of US-VISIT
  - Consistent with the mission and vision of the US-VISIT Program and the desired business outcomes

- Business outcomes are directly linked to task order outcomes

- Specific task order outcomes then linked to Accenture incentive pool

- Accenture allocates risk/reward incentives to appropriate teaming partners and subcontractors
  - Includes small businesses that are eligible
How We Are Integrated: Corporate Incentives

Deliver Desired Business Results

Receive Incentive Pool Compensation

- Accenture
- Raytheon
- Titan
- SRA

Will Offer Performance-based Compensation Where Appropriate

Small Business and Subcontractor

Small Business and Subcontractor

Small Business and Subcontractor

Small Business and Subcontractor
How We Are Integrated: Individual Incentives

Individual incentives aligned with US-VISIT desired business outcomes
How We Are Integrated: Individual Incentives

Largest and Most Significant Project
- CEO Mandate

Corporate "Skin in the Game"
- Performance-Based Contract

Individual "Skin in the Game"
- Compensation Tied to Outcomes
Corporate Structure and Commitment

- **Program position within corporate structure**
  - Most significant and important corporate program
  - Reports 1 Level below Accenture Chairman and CEO

- **Authority and autonomy of the Program Manager (PM)**
  - Full authority to commit Accenture and the Smart Border Alliance

- **Commitment on staffing**
  - All key personnel are committed for a minimum 2 years
  - Have the ability to select the right person for right position regardless of corporate affiliation (i.e., no restrictive teaming agreements)

- **Experience and continuity**
  - 75% of key personnel have past performance project experience or are former Government Border Management executives

The importance of US VISIT is reflected in our commitment to staffing.
Corporate Structure

Accenture
Chairman and CEO
Joe Forehand

US-VISIT
Program Manager
Eric Stange

Government
OG CEO
Steve Rohleder

Products

Resources

Communication
& High Tech

Financial
Services

Cross Market Service Lines:
Strategy and Business Architecture, Financial and Performance Management, Human Performance, Supply Chain Management, Solutions Engineering, Technology Research and Innovation, Solution Operations, Customer Relationships...
Smart Border Alliance Leadership

- **Program Manager (PM) Responsibilities**
  - Business Case Planning and Delivery of Business Outcomes
  - Alliance Management
  - Quality Management
  - Risk Management
  - Stakeholder Relations
  - Increment Definition

- **Deputy Program Manager (DPM) Responsibilities**
  - Schedule and Budget Management Definition
  - Teaming Alignment
  - IPT Management
  - Resource Management
  - Increment Delivery
  - Service Level Management
Alliance Program Office

- Management IPT
- Team approach to managing the Smart Border Alliance
- Includes leads of all IPTs
- Facilitates decision making among organizational elements
- Organized and designed to support life of Program
- Operates as unified, integrated team, irrespective of company designation

Alliance Program Office members lead the delivery of business outcomes
Product and Process IPTs

- Our business transformation approach to IPT structure
  - Each IPT exists for the life of program
  - Two kinds of IPTs for Business Transformation
    - Product/Increment Delivery
    - Process – in support of product delivery

- Seamless, transparent integration of team members and subcontractors

- Business Architecture IPT is long-term, end-game focused

- Design, Development and Test IPT is separate from Transition and Deployment IPT
  - Allows Transition and Deployment IPT to focus on analyzing and mitigating the impacts of each increment on border management operations

- Organizational Change Management is embedded in all teams
  - People and organizational impacts are considered by every IPT

- Increment Management is focused on coordinating all key delivery components for each increment

Our unique IPT structure has been applied successfully on large-scale business transformation programs

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M.4.2.1 SF 1 - Organizational etc. para.1 and para.4
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- Single points of contact provide the mechanisms and opportunities for close collaboration
- Communication lines between DHS and Alliance roles
  - Create partnering environment that works together
  - Works through life of the program
- Establish accountability to execute successfully according to the program plan
  - Collaborative
  - Business and Operations driven
  - Technology enabled
  - Joint decision making
  - Co-Located
  - Partners at all levels
<table>
<thead>
<tr>
<th>Department of Homeland Security</th>
<th>Primary Points of Contact</th>
<th>Smart Border Alliance</th>
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</thead>
<tbody>
<tr>
<td>US-VISIT Program Director</td>
<td>Program Manager</td>
<td>E. Stange</td>
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<tr>
<td>J. Williams</td>
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<tr>
<td>US-VISIT Deputy Program Director</td>
<td>Deputy Program Manager</td>
<td>G. Nix</td>
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<td>B. Mocny</td>
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<td>Information Tech. Management</td>
<td>System Engineering and Integration Team Lead</td>
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<td>S. Hastings</td>
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<td>DHS CIO</td>
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<td>S. Cooper</td>
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<td>US-VISIT Chief Strategist</td>
<td>Chief Architect</td>
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<td>DHS/PEC</td>
<td>Program Control Lead</td>
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</tbody>
</table>
Executive communication
- US-VISIT Program executives and their Alliance counterparts establish a schedule for one-on-one meetings, and determine the best methods of interaction and communication

Facilitate process and product integration
- Integrated Baseline Reviews
- Program Management Reviews
Program Governance

**DHS**

- Tom Ridge Secretary
  - Asa Hutchinson Under Secretary BTS

**Alliance**

- Joe Forehand CEO
  - Steve Rohleder Chief Executive Global Gov’t

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**Monthly Steering Committee**
- Reps from communities of interest
- Reps from stakeholders
- Reps from other Government agencies (Dept of State)

---

**Daily Partnering**
- Weekly Status
- IBRs, Program Management Reviews

---

**Monthly Contractor Performance Review**
- Contracts Manager
- Monthly Working Sessions, Meetings, Collaborations
Partnership Principles

- Promote open, honest, direct communication
- Develop a mutually beneficial long-term business relationship which recognizes operational realities
- Align program objectives of both parties to achieve business outcomes
- Anticipate and meet partner needs
- Be accountable for commitments
- Recognize and reward the contributions of each partner
Management Approach Agenda

- Commitment and Program Organization
- Organizational Structure and Team Integration
- 15 Minute Break
- Start-up Risks
- Program Process Integration and Control
- Lessons Learned
Presentation Detail

- Presentation Topic: Organizational Structure and Team Integration
- Lead Speakers: Gayle Nix
- Roles: Deputy Program Manager

Outline

- Interrelationships of primary organizational elements
- Levels of approval and authority
- Roles and responsibilities of program organization and key personnel
- Increment management of 2B "realities"
- Resolution of priority and resource conflicts
- Staffing and managing IPTs
- Communication channels
- Increment 2B "realities" in single scenario
Interrelationships of Primary Organizational Elements

- **Overall program direction**
  - US-VISIT Program Office drives the program
  - Accenture senior executives provide requisite program oversight within the Smart Border Alliance
  - Senior Advisory Board provides broad Government and commercial perspectives and advice to both the US-VISIT and Alliance Program Offices

- **Alliance Program Office (APO)**
  - Works with US-VISIT Program Office to achieve program goals
  - Directs Alliance activities across all IPTs and increments

- **Increment Management IPT**
  - Delivers products according to incremental release strategy

- **Process IPTs**
  - Provide specific processes, functions, and skills to support Increment Management IPT

---

Our organization delivers both long-term program mission objectives and the specific business capabilities of each increment.
Interrelationships of Primary Organizational Elements

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Increment n Design, Development and Test

Process Management Lead

Configuration Management Lead

Program Control Lead

Administrative Lead

Lead Planner

Design, Development and Test

Increment 2B Design, Development and Test Lead

Design

Development

Test

Environments and Support Lead

Increment n Design, Development and Test Lead

Design

Development

Test

Transition and Deployment

Business Transition Lead

Technical Deployment Lead

Facilities Liaison

Implementation Support Lead

Operations and Maintenance Lead

Key Personnel

Past Performance

M.4.2.1 SF 1 - Organizational etc. para.3

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(b)(6)
Levels of Approval and Authority

- Enable decision making at the lowest levels and close to the customer
- Escalate issues and risks when beyond work package, budget or span of control
- Designated personnel are Cost Account Managers with authority over resources, budgets, and schedules to accomplish work packages
  - IPT Leads: Approval of tools, methods and processes used across the increments
  - Increment Management: Line authority for decisions affecting the delivery of the increments
  - Deputy Program Manager: Authority and approval for all defined program resources
  - Program Manager: Single point of accountability with authority to commit the Smart Border Alliance resources beyond initial definition

Our Alliance Leadership has delegated the authority to effectively deliver the US-VISIT Program
Mission
- Effective program management of a large, complex, global, multi-year program
- Partner with the US-VISIT PMO to create a positive business relationship with common objectives
- Achieve desired business results through a strategic, tactical, and operational focus

Benefits
- Business transformation delivered in an integrated, flexible manner
- Accountability and authority for delivering business results
- Alliance PMO aligned to support the US-VISIT PMO
- Integrated team of teams delivering business outcomes
- Consistent processes across US-VISIT delivery operations
Alliance Program Office and Key Personnel Roles and Responsibilities

Quality Management
- Responsible for quality management program
- Independent assessment of quality
- Authority to escalate to Program Management

Chief Architect
- Manage adherence to HLS Enterprise Architecture
- Define functional, technical, informational, and operational archs

Program Manager
- Eric Stange
- Single point of accountability
- Drive desired business outcomes
- Alliance management
- Risk management

Deputy Program Manager
- Gayle Nix
- Schedule and budget management
- Teaming alignment
- Resource management
- IPT management

Program Control Lead
- Drive tactical planning
- Define program mgmt process development, monitoring, compliance
- Manage performance metrics

Risk Manager
- Define and manage risk management plan
- Compile risks and associated mitigating actions
- Manage escalation

IPT Lead
- System Engineering & Integration Team
- Design, Development & Test
- Transition & Deployment
- Operations and Maintenance
Program Organization: Business Architecture IPT

- **Mission**
  - Facilitate business transformation of Homeland Security border management processes/mandates
  - Provide continuous innovation and thought leadership to evolve the End Vision
  - Address the concerns of stakeholders and communities of interest including minimizing impacts to business operations

- **Benefits**
  - Your success aligned with our success
  - Well defined business requirements
  - An approach that delivers your business outcomes
  - Early identification of operational and stakeholder concerns reduces program risk
Program Organization:
Systems Engineering & Integration Team

Mission
- Define functional and technical requirements, then monitor solution delivery against those requirements
- Optimize the use of technology as a business enabler
- Manage compliance with and enhancements to program Enterprise Life Cycle Model (ELCM) and Systems Development Life Cycle (SDLC)
- Monitor technology evolution and manage appropriate refresh
- Establish program test strategy and processes

Benefits
- Efficient, consistent delivery of solutions that incorporate new technology and processes that add value to US-VISIT
- Mission capabilities meet user, functional and technical requirements
- Conformance with HLS Enterprise Architecture
Systems Engineering & Integration Team
Key Personnel Roles and Responsibilities

System Engineering & Integration Team
- Establish system engineering and integration practices and processes
- Lead requirements definition and manage compliance through delivery
- Emerging technology analysis

System Performance Lead
- Define system performance standards
- Plan/manage system capacity and throughput
- Integrate performance requirements into system engineering practices

Information Assurance Lead
- Define/disseminate security requirements
- Define interface/database/programming standards needed to protect information
- Facilitate definition of role based access

Program Solution Architect
- Define information, operations and technical architectures to meet business goals
- Define solution architecture to align with HLS Enterprise Architecture

Test Manager
- Defines program test strategy
- Leads independent verification of technical, functional, and performance requirements
Program Organization: Design, Development & Test IPT

- **Mission**
  - Deliver best practices, proven tools, and specialized skills from throughout the Smart Border Alliance
  - Utilize Solution Centers to provide skilled resources to integrate and deliver technical components of the solution, including COTS configuration, user procedures, operations manuals, and training materials

- **Benefits**
  - Rapid delivery of high quality solution components with fewer resources
  - Leverage skills and resources across increments to reduce costs and improve quality
Design, Development & Test IPT
Key Personnel Roles & Responsibilities

- Establish capabilities to deliver design
- Support integration of COTS, hardware and software
- Integrate COTS, technology and code
- Build/test/integrate user and system procedures, training

- Establish functional baselines
- Identify and document software requirements
- Create technical specifications that relate how the software and technical elements interact

- Build and unit test software components
- Coordinate development effort with solution centers
- Document code, conduct peer reviews, generate unit test scripts and results

- Establish, manage and maintain program test plans, procedures, and templates
- Generate test cycles, scripts, and results
- Develop system incident report process

- Manage and maintain technical environment
- Standardize migration of software and data components to development and test environments
Mission
- Support people, processes, and technology through collaborative increment transition approach
- Deliver centralized process and services to enable increment delivery

Benefits
- A holistic approach encompassing both the business and technical perspectives
- Users prepared to deliver business benefits using the transformed processes and tools
- Minimization of operational impact to existing business functions, facilities, and stakeholders
- Decreased time, cost, and risk through continuous improvement and learning from each successive increment
Transition & Deployment IPT
Key Personnel Roles & Responsibilities

- Define transition and deployment strategy and processes to support incremental releases
- Manage central support services for all increment releases

- Establish transitional approach, processes, procedures and training
- Manage business impact of transition
- Coordinate/review interdepartmental release plans

- Processes and services in support of site readiness
- Logistics for technical deployment based on increment requirements

- Provide planning to support the government design and modification of facilities

- Support increment, release and project transition and deployment efforts
- Centralized support for identification and troubleshooting of problems, issues and concerns
Mission
- Establish and deliver business defined service level requirements
- Manage the effective ongoing operations of infrastructure and systems in support of transformed business processes
- Manage operations and maintenance for legacy systems
- Manage interactions with legacy system contractors

Benefits
- Business defined service levels are achieved
- Seamless interaction with legacy contractors – transparent to DHS
Operations & Maintenance IPT

- Operates and maintains US-VISIT program systems and capabilities
- Identify, document, disseminate and manage the production environments for the US-VISIT program
- Establish service level requirements

- Establish and manage service level agreements
- Establish processes and tools to coordinate and deliver solutions to service requests
- Manage prioritization of fixes and minor enhancements

- Troubleshoot, prioritize and resolve production issues
- Follow up and confirm satisfactory resolution of production issue

- Establish processes and procedures to respond to call center requests
- Monitor, control and report on the quality and timeliness of responses

- Manage production environments
- Responsible for transition from deployment team to production
- Responsible for maintaining production capabilities
Program Organization:
Increment Management IPT

- **Mission**
  - Manage the end-to-end delivery and provide ongoing support to deliver feasible business benefits for each increment
  - Manage increment resources
  - Define the scope of each increment
  - Provide flexibility, agility, and speed to adapt to a changing environment

- **Benefits**
  - A single point of responsibility and accountability for the success of each increment
  - Tangible and measurable business value delivered for each increment
  - Provide ongoing feedback to other IPTs to build continuous improvements
  - Context for prioritized decision making across increments
Increment Management IPT
Key Personnel Roles & Responsibilities

Manages/Controls increment delivery
Manages/Monitors increment budget, schedule, quality

Manages/Plans/Designs/Integrates 2B applications/technical infrastructure
Verify 2B compliance with 2B application, technical, security, performance requirements

Single point of contact for 2B architecture
Verifies compliance with DHS EA
Validates 2B compliance with requirements and consistency with End Vision

Develop/Disseminate transition/deployment plans
Execute business transition and technical deployment activities
Report implementation status

Manage 2B business process re-engineering activities
Define/accomplish 2B organization design and alignment
Guide/oversee 2B training design, develop, delivery
Increment 2B
Roles and Responsibilities

- Increment Management Responsibilities
  - Responsible for the delivery of 2B
  - Oversees migration of increment components across IPTs – from initial business requirements through full deployment
  - 2B Increment Management maintains staff from each IPT enabling an integrated “point of view”
  - Works collaboratively with Government Increment IPT lead
  - Reports directly to Program Manager/Deputy Program Manager

- IPT Responsibilities to Increment 2B
  - Each IPT contributes specific areas of focus, knowledge and subject matter expertise to deliver Increment 2B specific capabilities
  - IPTs deliver 2B work products (e.g. communications plan, functional requirements, integrated COTS, transition and deployment plans) as directed by the Task Orders and Increment Management
  - Responsible for the successful delivery of Increment 2B

A single owner able to leverage resources from each IPT to drive business outcomes
Increment 2B
Roles and Responsibilities

System Engineering & Integration Team IPT
- 2B Functional Requirements
- 2B Technical Requirements
- 2B Security
- 2B Capacity Planning/Performance Standards
- Integration and IV&V Testing

Design, Development & Test IPT
- Design Components to Meet 2B Functional and Technical Requirements
- Build 2B Components
- Test 2B Components
- Integrate 2B Hardware/Software/Applications

Transition & Deployment IPT
- 2B Transition and Deployment Plans
- 2B Transition Preparation
- 2B Transition and Deployment
- 2B Post Deployment Assessment
- Technical Help Desk Support

Operations and Maintenance IPT
Increment 2B
Levels of Approval and Authority

- First level - 2B IPT sub-team approval and authority
  - Authority and decisions associated with Increment 2B tasks, products, and deliverables are made at the IPT sub-team level
    - For Example: The Transition and Deployment IPT for Increment 2B consists of 8 sub-teams (4 Transition Teams at the Southern Border, 2 Transition Teams at the Northern Border, 2 Tiger Teams)

- Second level - 2B IPT team lead increment management approval and authority
  - IPT Team Leads review and approve the work products produced by the IPT sub-teams and manage issues and risks escalated by IPT sub-team

- Third level - 2B Increment Management IPT approval and authority
  - Increment Management provides authority and approval for 2B deliveries from IPTs and manage cross-IPT team coordination issue resolution
Increment 2B
Levels of Approval and Authority
Resolution of Priority and Resource Conflicts

- Empower the team to resolve conflicts

- Minimize conflicts through proactive planning
  - Program plan and strategy documents are based on predefined goals, objectives and priorities
  - Proactively identify interdependences and touch points with other programs
  - Identify potential priority and resource conflicts; develop action plans

- When conflicts do arise, address them quickly
  - Predetermined processes and methods enable quick escalation to appropriate personnel
  - Open communication between Alliance and government personnel speed appropriate recommendations and best possible resolution

Well-defined scope of authority enables team to pinpoint ownership for resolution

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Resolution of Priority and Resource Conflicts

**Proactively Mitigate Conflicts**

- Analyze program plan, ELCM, strategies; anticipate/refine priorities and interdependencies
- Analyze Task Orders/proposals; anticipate/refine priorities and interdependencies
- Analyze program resource forecast for potential conflicts
- Conduct weekly status meetings to discuss potential/pending conflicts
- Document potential conflicts, alternatives, and approved action plans

**Address Identified Conflicts**

1. Identify conflict
2. Assign responsibility for resolution to lowest possible level
3. Identify alternatives and recommendations
4. If conflict cannot be resolved, escalate
5. Program management reaches out to Accenture leadership, executives, stakeholders, senior advisors as required
6. Document conflict and final resolution

*In partnership, the SBA and Government proactively plan to minimize conflicts, then actively work to resolve conflicts that do arise*
Staffing the IPTs

- Process defines requirements and determines staffing for both the Government and Alliance
  - Staffing begins with discussion and confirmation of Government and Alliance resource requirements
  - Staff members determined by skills, knowledge, and experience
  - Staffing requirements fulfilled regardless of organizational affiliation
  - Government subject matter expertise integrated into work effort
  - High quality solution built right the first time
  - Ongoing orientation of program processes and DHS business operations
Staffing the IPTs

**Determine Program Needs**
- Program leadership forecasts resource demand
- Based on task orders, SBA and Government work together to finalize US-VISIT resource needs
- Create/distribute staffing request

<table>
<thead>
<tr>
<th>Government</th>
<th>SBA</th>
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<tbody>
<tr>
<td>Government process</td>
<td>SBA companies propose best candidates</td>
</tr>
<tr>
<td>Accenture Teaming Partners Subcontractors</td>
<td>Selection process confirms best candidate for role</td>
</tr>
</tbody>
</table>

**Manage/Retain Resources**
- Orient team resources
  - Contractor
  - Government
- Schedule/conduct training; record completion
- Transition resources to role or IPT
- Manage career development/performance
- As task/assignment ends
  - transition to next role on US-VISIT
- If no further role on US-VISIT, roll off

**Smart Border Alliance IPT**
- Government
  - Technologists
  - Users
  - Stakeholders
  - Subject matter experts
- SBA
  - Accenture
  - Raytheon
  - Titan
  - SRA
  - Other Subcontractors

*Working together to produce quality processes, products and deliverables*
Communication Channels

- Establish open, honest and direct communications between team members
  - Government and Alliance
  - At all levels of the organization

- Processes and tools enable effective communications
  - In-person and virtual
  - Build relationships and encourage knowledge transfer
  - Co-location at 1616 N. Ft. Myer Drive facilitates partnership
  - US-VISIT portal as the single point of entry to program information

- Communication is role-based – each team member is provided appropriate information to be effective
Communication Channels

**US-VISIT Portal**

- Communication Channels
  - Team knowledge repository
  - Real time
  - Initial source for status, deliverables, in progress, "chats"
  - Every member has access

**Internal IPT Communications**

- Communication Channels
  - Status meetings
  - Status reports
  - Working sessions
  - IPT-wide meetings

**Common Processes, Procedures, Tools**

- Communication Channels
  - Single set of program management processes/procedures
  - Single set of system engineering processes/principles
  - Common integrated toolset

**Cross IPT Communications**

- Communication Channels
  - APO/Management IPT
  - Increment kick-offs
  - Lessons learned sessions
  - Program-wide Town Halls

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Communication Channels:
Effective Knowledge Management

- Program/Increment direction, status, progress, and accomplishments
  - Scope, budget and schedule
  - Risk and mitigation
  - Issues and proposed action plans/resolutions
  - Quality assessment and concerns
  - Change requests

- Knowledge repository and tools
  - Orientation information
  - Technical directions
  - Functional and technical documentation
  - SEMP, SDLC, ELCM
  - Concept of operations papers
  - FAQs

The Smart Border Alliance has defined the communications needed to effectively manage the program.
Communication Channels: Effective Knowledge Management
Increment 2B communication methods during pre-award include daily, weekly, bi-weekly, and monthly communications across levels

Increment 2B program level communication
- Twice weekly Issue Management Meetings (Mondays and Thursdays)
- Weekly Program Management Status Meetings (every Wednesday)
- Weekly PMO Meetings (Wednesday)
- Bi-weekly Critical Path Meetings (every other Friday)
- Bi-monthly Sub Contractor Meetings (for each major sub-contractor)
- Bi-monthly “Lunch and Learns”

Increment 2B IPT level communication
- Weekly Increment Management Meetings (every Friday)
- Document Reviews

Increment 2B IPT sub-team level communication
- Weekly IPT Sub-team Meetings
## Increment 2B
### Monthly Communications – March 2004

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<tr>
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<td>1 9-10am</td>
<td>2 9-10am</td>
<td>3 9-11am Program</td>
<td>4 9-11am Deployment/Transition technical review</td>
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<td>Management Status</td>
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<td>10am-12pm Critical Path</td>
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<td>11-12pm PMO Meeting</td>
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### Increment 2B

#### Monthly Communications – September 2004

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<td>Weekly issue/risk meeting 1pm-3pm</td>
<td>Escalation conference call 1pm-3pm</td>
<td>Critical Path/ Schedule Review 8am-10am</td>
<td>Daily “Standup” Call 5pm-6pm (as required)</td>
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<tr>
<td>Daily “Standup” Call 5pm-6pm (as required)</td>
<td>Daily “Standup” Call 5pm-6pm (Labor Day)</td>
<td>Incr. 2B Transition/ Deployment conference call (central) 9am-10am</td>
<td>Weekly issue/risk meeting 1pm-3pm</td>
<td>Escalation conference call 1pm-3pm</td>
<td>Critical Path/ Schedule Review 8am-10am</td>
<td>Daily “Standup” Call 5pm-6pm (as required)</td>
</tr>
<tr>
<td>12</td>
<td></td>
<td>13</td>
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<td>15</td>
<td>16</td>
<td>17</td>
</tr>
<tr>
<td>Daily “Standup” Call 5pm-6pm (as required)</td>
<td>Stakeholder Meeting 9am-12pm Incr. 2B Transition/ Deployment meeting (regional) 3pm-4pm</td>
<td>Incr. 2B Transition/ Deployment conference call (central) 9am-10am</td>
<td>Weekly issue/risk meeting 1pm-3pm</td>
<td>Escalation conference call 1pm-3pm</td>
<td>Critical Path Meeting 8am-10am</td>
<td>Daily “Standup” Call 5pm-6pm (as required)</td>
</tr>
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<tr>
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<td></td>
<td>Daily “Standup” Call 5pm-6pm</td>
<td>Incr. 2B Transition/ Deployment meeting (regional) 3pm-4pm</td>
<td>Incr. 2B Transition/ Deployment conference call (central) 9am-10am</td>
<td>Weekly issue/risk meeting 1pm-3pm</td>
</tr>
<tr>
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<td>Weekly issue/risk meeting 1pm-3pm</td>
<td>Escalation conference call 1pm-3pm</td>
<td>Daily “Standup” Call 5pm-6pm</td>
<td></td>
</tr>
</tbody>
</table>

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.

USVO 245
Slide 95 L
Increment 2B Staffing Levels by Month and Associated IPT
Sample Meeting Agenda:
Daily Standup Conference Call

Daily Standup Conference Call
Thursday, September 2, 2004  (5 pm – 6 pm EST)

Call Information: 1 800 [redacted]
Attendees: [redacted]

TBD – Other Government Officials

Agenda
1. Review specific issues/conflicts (by IPT)  
   (e.g., schedule, scope, progress)
2. Determine issues/risks to escalate to APO
3. Review action items/issues

Objectives
- Review current issues/risks
- Identify new risks
- Assign issue/risk resolution owners and target dates
Increment 2B Sample
Transition/Deployment Conflict Example

September 22\(^\text{nd}\) (before 5pm) – assess issue
- Is the infrastructure damage extensive enough to affect the Nov. 19, 2004 deployment
- Can the damage be repaired in time to accommodate an on-time implementation without impacting security or service
- What is the impact to the Increment 2B schedule and US-VISIT Program
- Can the deployment be delayed without massive impact to the overall Increment 2B schedule or US-VISIT program solution

September 22\(^\text{nd}\) at 5pm standup call
- Review assessment
- Review options to minimize schedule impacts
  - Need for tiger team/change deployment sequence/need to schedule after Nov. 19, 2004

September 23\(^\text{rd}\) at Escalation Conference Call
- Raise approach/options/recommendations to APO
- Track through Program Control Office
- Track through Risk Management
- Document resolution and monitor
**Scenario**

September 21, 2004
Brownsville, Texas:
- Massive flooding of Rio Grande
- Major damage POE infrastructure

**Impact**
Stakeholders and port directors are concerned infrastructure damage will impact POE deployment
Summary

- Business Architecture drives our organization approach to transform cross-government border management processes.

- Increment Management IPT cuts across process IPTs to deliver products on time, on budget while building towards the End Vision – starting with Increment 2B.

- We empower our team with the authority to make decisions at the lowest possible levels.

- Government co-lead in all IPTs to maximize operational acceptance.

- Our communication approach provides the right information to the right people at the right time through diverse channels.

- Our organization is defined and our resources are committed to the success of US-VISIT.
Management Approach Agenda

- Commitment and Program Organization
- Organizational Structure and Team Integration
- 15 Minute Break
- Start-up Risks
- Program Process Integration and Control
- Lessons Learned
United States Visitor and Immigrant Status Indicator Technology (US-VISIT) Program
Management Approach Agenda

- Commitment and Program Organization
- Organizational Structure and Team Integration
- 15 Minute Break
- Start-up Risks
- Program Process Integration and Control
- Lessons Learned
Presentation Topic: Start-up Risk

Outrline

- Critical risks associated with:
  - Bringing the team on board
  - Becoming fully operational
  - Actions being taken to mitigate these risks
Start-up Risks

<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schedule</td>
<td>Pre-award Program</td>
</tr>
<tr>
<td>Resources</td>
<td>Pre-award Program</td>
</tr>
<tr>
<td>Work Environment</td>
<td>Pre-award Program</td>
</tr>
<tr>
<td>Government Contact (Pre-award)</td>
<td>Teaming Partners (Government and Legacy subject matter experts)</td>
</tr>
<tr>
<td>Government Contact (Post-award)</td>
<td>‘30 Day’ Post-award Plan</td>
</tr>
</tbody>
</table>

The Smart Border Alliance is prepared to handle start-up risks
Start-up Risks

Pre-Award

Plan Program

Increment 2B Solution Design

Transition Planning and Preparation

Solution Development and Testing

Transition Mobilization

30 Day Plan

Post-Award

Transition Execution

Increment 2B (Entry) 11/19/2004

USVO 270
Pre-Award Program

- **Program management**
  - Program plan, integrated master schedule, processes and tools
  - Work environment
  - Expedited resource management plan
  - Post-award ‘30 Day Plan’ preparation

- **Increment 2B solution design**
  - System design and development environment build
  - Human performance support design
  - Outreach and communication plan

- **Increment 2B transition planning and preparation**
  - Transition plan, procedures and tools
  - Transition schedules (regional and site level)

Our pre-award program mitigates the schedule risk associated with Increment 2B
Pre-Award Program

US-VISIT Increment 2B

US-VISIT Proposal

Confirmation of Resources

Resources (FTE)
# Pre-Award Program – Task Order 001
## Program Management

<table>
<thead>
<tr>
<th>Task Activities</th>
<th>Work Products</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Plan Program</strong></td>
<td>■ Baseline program plan</td>
</tr>
<tr>
<td></td>
<td>■ Baseline management plans, processes and tools</td>
</tr>
<tr>
<td><strong>Mobilize Program</strong></td>
<td>■ Detail work plans and integrated master schedule</td>
</tr>
<tr>
<td></td>
<td>■ SBA Facility acquisition and setup</td>
</tr>
<tr>
<td></td>
<td>■ Orientation and training materials</td>
</tr>
<tr>
<td><strong>Manage and Control Program</strong></td>
<td>■ Progress reports and meetings</td>
</tr>
<tr>
<td></td>
<td>■ Risk reports and board meetings</td>
</tr>
<tr>
<td></td>
<td>■ Change control review board meetings</td>
</tr>
<tr>
<td></td>
<td>■ Financial/budget reports</td>
</tr>
<tr>
<td></td>
<td>■ Quality reviews</td>
</tr>
<tr>
<td></td>
<td>■ Peer reviews</td>
</tr>
<tr>
<td><strong>Expedited Resource Management</strong></td>
<td>■ Staffing and personnel management reports</td>
</tr>
<tr>
<td></td>
<td>■ Standard orientation sessions</td>
</tr>
<tr>
<td></td>
<td>■ Security screening (background checks)</td>
</tr>
<tr>
<td><strong>30 Day Plan Preparations</strong></td>
<td>■ 30 Day detailed work plan</td>
</tr>
<tr>
<td></td>
<td>■ Meeting plans, logistics and material preparation</td>
</tr>
<tr>
<td></td>
<td>■ Decision and approval processes</td>
</tr>
</tbody>
</table>
## Pre-Award Program – Task Order 001
### Program Management

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Nov</td>
<td>Dec</td>
</tr>
<tr>
<td>Plan Program</td>
<td></td>
<td></td>
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<tr>
<td>Mobilize Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manage and Control Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expedited Resource Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30 Day Plan Preparations</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Smart Border Alliance is already an integrated team using the same framework, processes and tools.
<table>
<thead>
<tr>
<th>Task Activities</th>
<th>Work Products</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>System Engineering and Design</strong></td>
<td>■ Concept of operations</td>
</tr>
<tr>
<td>■ Application components</td>
<td>■ Technical direction document</td>
</tr>
<tr>
<td>■ Architecture components</td>
<td>■ System-subsystem design</td>
</tr>
<tr>
<td>■ Infrastructure</td>
<td>■ Functional requirements document</td>
</tr>
<tr>
<td></td>
<td>■ Requirements matrix</td>
</tr>
<tr>
<td></td>
<td>■ Preliminary design document</td>
</tr>
<tr>
<td></td>
<td>■ Detail design document</td>
</tr>
<tr>
<td></td>
<td>■ Legacy study</td>
</tr>
<tr>
<td></td>
<td>■ Development environment setup</td>
</tr>
<tr>
<td><strong>Training</strong></td>
<td>■ Training plan</td>
</tr>
<tr>
<td>■ End user training</td>
<td>■ Task and skills analysis</td>
</tr>
<tr>
<td>■ System training</td>
<td>■ Curriculum and job aid design</td>
</tr>
<tr>
<td><strong>Outreach and Communication</strong></td>
<td>■ Stakeholder and communities of interest analysis</td>
</tr>
<tr>
<td>■ National level</td>
<td>■ Key messages, vehicles and timing analysis</td>
</tr>
<tr>
<td>■ Regional and POE level</td>
<td>■ Outreach and communication plan</td>
</tr>
<tr>
<td><strong>Transition Planning and Preparation</strong></td>
<td>■ Transition Management and Installation Plans</td>
</tr>
<tr>
<td>■ Business transition</td>
<td>■ Transition procedures and tools (central, regional and site levels)</td>
</tr>
<tr>
<td>■ System transition</td>
<td>■ Regional and site-specific schedules</td>
</tr>
<tr>
<td><strong>Pre-Award Program – Task Order 002 Increment 2B</strong></td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td></td>
</tr>
</tbody>
</table>

| **2003** | **2004** |
| Nov | Dec | Jan | Feb | Mar | Apr | May |
|----------------------------------|----------------------------------|
| **System Engineering and Design** | | ![ConOps and Technical Direction](image) ![FRD](image) ![SSDD and Legacy Study](image) ![PDD](image) ![DDD](image) ![Development Environment](image) |
| **Training Design** | ![Training Requirements](image) ![Curriculum Design](image) |
| **Outreach and Communications** | **Outreach and Communication Requirements** ![Outreach and Communication Plan](image) |
| **Transition Planning and Preparation** | **Transition Requirements** ![Transition and Installation Rollout Plans](image) ![Procedures and Tools](image) ![Regional and Site Schedules](image) |
Post-Award ‘30 Day Plan’

- Key activities within the first 30 days of award
  - Confirm operating model and establish working relationships
  - Finalize program plan and integrated master schedule
  - Finalize management plans, processes and tools
  - Confirm Increment 2B solution design and transition plans
  - Initiate Increment 2B solution development and transition execution

Our ‘30 Day’ plan outlines the critical decisions and approvals pivotal to the success of Increment 2B.
### Post Award ‘30 Day Plan’

#### Program Level

- **Pre-Award Program**
- Post-Award Conference
- Legacy System Technical Exchange Meeting
- Deliver IBR, SDR, IOR Packages
- Integrated Baseline Review
- Solution Design Review
- Implementation/Outreach Review
- Release Purchase Orders to Vendors
- Deliver Task Order Work Plans

#### Field Level

- Regional POC Selection
- Regional POC Kickoff Meeting and Site POC Selection
- Site POC Kickoff Meeting
- Confirm Schedules
- Initiate Site Surveys and Outreach Program
<table>
<thead>
<tr>
<th>Program Level Milestones</th>
<th>Objectives</th>
<th>Due Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post-Award Conference</td>
<td>Confirm and align operations with DHS; Confirm 30 day plan.</td>
<td>Week 1</td>
</tr>
<tr>
<td>■ Legacy Technical Exchange Meeting</td>
<td>Review of legacy system integration requirements</td>
<td>Week 1</td>
</tr>
<tr>
<td>■ Integrated Baseline Review (T001 and T002)</td>
<td>Review and approval of master schedule</td>
<td>Week 3</td>
</tr>
<tr>
<td>■ Solution Design Review (Increment 2B)</td>
<td>Review and approval of system designs</td>
<td>Week 3</td>
</tr>
<tr>
<td>■ Implementation/Outreach Review (Increment 2B)</td>
<td>Review and approval of Training, Outreach, and Transition materials</td>
<td>Week 3</td>
</tr>
<tr>
<td>■ Release Purchase Orders</td>
<td>Begin material procurement</td>
<td>Week 4</td>
</tr>
<tr>
<td>■ Deliver work plans</td>
<td>Baseline EVMS</td>
<td>Week 4</td>
</tr>
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</table>
## Post-Award ‘30 Day Plan’ Program Level

<table>
<thead>
<tr>
<th>US-VISIT</th>
<th>Smart Border Alliance</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director, Deputy Director, IT</td>
<td>PM, DPM, PC, Risk Manager, All IPT Leads</td>
<td>DHS IT, HLS EA, Legacy contractors</td>
</tr>
<tr>
<td>Mgr, Increment Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT Mgr, Increment Manager</td>
<td>Increment Lead, SEIT Lead, Increment 2B Key Personnel</td>
<td></td>
</tr>
<tr>
<td>Director, Deputy Director, IT</td>
<td>PM, DPM, PC, Risk Manager, All IPT Leads</td>
<td>DHS IT, HLS EA, Legacy contractors</td>
</tr>
<tr>
<td>Mgr, IT Manager, Increment Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director, Deputy Director, IT</td>
<td>PM, DPM, Risk Manager, Increment Lead, Increment 2B Key Personnel, SEIT Lead</td>
<td></td>
</tr>
<tr>
<td>Director, Deputy Director, IT</td>
<td>PM, DPM, Risk Manager, Increment Lead, Increment 2B Key Personnel, Transition Lead</td>
<td>One Face at the Border, CHAGE</td>
</tr>
<tr>
<td>Mgr, Facilities Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increment Mgr, IT Manager,</td>
<td>Increment Lead, Increment 2B Tech. Lead, PC</td>
<td>DHS Indianapolis Distribution Center</td>
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<tr>
<td>Acquisition Manager</td>
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</tr>
<tr>
<td>Deputy Director, IT Manager,</td>
<td>DPM, PC, Risk Manager, Increment Lead</td>
<td></td>
</tr>
<tr>
<td>Increment Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Field Level Milestones</td>
<td>Objectives</td>
<td>Due Dates</td>
</tr>
<tr>
<td>-----------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Select POC for each Region</td>
<td>Identify regional personnel to support business transition efforts</td>
<td>Week 1</td>
</tr>
<tr>
<td>Conduct Regional Kick-off Meeting (Group)</td>
<td>Orientation of regional POCs</td>
<td>Week 2</td>
</tr>
<tr>
<td>Select POC and Trainers for each Port of Entry</td>
<td>Identify site personnel to support transition efforts</td>
<td>Week 2</td>
</tr>
<tr>
<td>Conduct Port of Entry Kick-off Meeting (Group)</td>
<td>Orientation of site POCs</td>
<td>Week 3</td>
</tr>
<tr>
<td>Confirm Regional and Site Schedules</td>
<td>Baseline business transition schedule for Increment 2B (Entry)</td>
<td>Week 4</td>
</tr>
<tr>
<td>Initiate Site Surveys and Outreach Program</td>
<td>Proceed with executing Increment 2B transition (Entry)</td>
<td>Week 4</td>
</tr>
</tbody>
</table>
## Post-Award ‘30 Day Plan’
### Field Level

<table>
<thead>
<tr>
<th>US-VISIT</th>
<th>DHS Field Operations</th>
<th>Smart Border Alliance</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director, Deputy Director, Increment Manager</td>
<td>Directors of Field Operations</td>
<td>PM, DPM, Increment Lead, Transition Lead</td>
<td>Regional ACE POC, Regional Facility POC</td>
</tr>
<tr>
<td>Director, Deputy Director, Increment Manager</td>
<td>Directors of Field Operations and Staff</td>
<td>PM, DPM, Increment Lead, Transition Lead, Regional Managers</td>
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</tr>
<tr>
<td>Director, Deputy Director, Increment Manager</td>
<td>Regional POC</td>
<td>PM, DPM, Increment Lead, Transition Lead, Regional Managers</td>
<td></td>
</tr>
<tr>
<td>Director, Deputy Director, Increment Manager</td>
<td>Regional POC, Site POC</td>
<td>PM, DPM, Increment Lead, Transition Lead, Regional Managers</td>
<td>Site ACE POC</td>
</tr>
<tr>
<td>Increment Manager</td>
<td>Regional POC</td>
<td>Transition Lead, Regional Managers</td>
<td>Site POC</td>
</tr>
<tr>
<td>Increment Manager</td>
<td>Site POC</td>
<td>Transition Lead, Regional Managers, Site Leads</td>
<td></td>
</tr>
<tr>
<td>Increment Manager</td>
<td>Site POC</td>
<td>Transition Lead, Regional Managers, Site Leads</td>
<td></td>
</tr>
</tbody>
</table>
Summary

- Pre-Award Program reduces start-up risks
  - Schedule
  - Resources
  - Work environment

- Teaming partners reduce pre-award risks
  - Government and legacy subject matter experts

- Post-Award ‘30 Day Plan’ sustains momentum for Increment 2B
  - Program and field levels

- The Smart Border Alliance is already on board and fully operational
  - Increment 2B Entry will be completed by November 19, 2004
Commitment and Program Organization
Organizational Structure and Team Integration
15 Minute Break
Start-up Risks
Program Process Integration and Control
Lessons Learned
Presentation Detail

- Presentation Topic
- Lead Speaker: [redacted]
- Role: [redacted]

Outline
- Management of Business Transformation
- Integrated Program Management Processes and Tools
- Teaming and Subcontractor Arrangements
- Process Integration and Implementation Across Multiple Organizations
- Business Case Development Process
Traditional Systems Integration Program Management

- Process development and compliance monitoring
  - Cost, Schedule, Earned Value, Quality, etc

- Administrative support to teams
  - Subcontractor Management, Resource Management, etc

- On-time delivery measures
  - Legislative deadlines, schedule variances, planned value, etc.

- On budget delivery measures
  - Cost variances, earned value, etc.

- Customer Satisfaction Measures
  - Satisfaction survey scores
Continually focus on delivering the Business Case and other desired outcomes

Managing a holistic program
- Operational realities as well as project metrics

Business Case Realization
- Wait times
- Overstays detected and removed
- Fraudulent Visas detected and removed

Desired Business Outcomes Achieved
- Number of refused admissions
- Percent of non-exits
- Number of media privacy concerns

... in addition to high quality traditional program management functions
Government Expectations in US-VISIT Environment

- **Business outcome focus vs. task tracking**
  - Cross-government
  - Stakeholders
  - Modeling

- **Common processes, shared access, and shared analysis deliver team success**
  - Common baseline
  - Systematic
  - Replicable

- **Key to professional oversight is knowledgeable insight**
  - Early warning
  - Flexibility
  - Anticipating challenges
  - Responsiveness
US-VISIT

Business Transformation PM Processes

- Delivery and mission focused
  - Focus on the business case and desired business outcomes
  - Support high performance delivery on a performance based contract

- Robust
  - Defined to manage entire program not just increment 2B
  - Defined to control distributed resources

- Integrated
  - Used by all teaming partners/subcontractors
  - Currently in use for pre-award work

- Proven Processes
  - Assessed CMMI level 3 and implementing at level 4
  - Used on thousands of programs including all past performances

Our processes are integrated with robust tools.
Business Transformation PM Processes

Issue Management  
Contract Management

Quality Management  
Acquisition Management

Resource Management

Financial/Budget Management  
Performance Management

Configuration Management

Business Case Management

CMMI Level 3/4

High Performance Delivered

1616 North Fort Myer Drive
Arlington, VA 22209

Program Control
Kintana – World class tool
- Used on our largest programs
  - Texas Medicaid
  - Bell South
  - DLA (in-process)
  - Du Pont
  - BP North America
  - USPS (in-process)

Differentiators
- Web-based access
- Integrated planning and control
- Digitized, complex PMO processes/workflows for risks, etc.
- Real-time visibility and control for US-VISIT partnership (Alliance PMO and Government)
- Integrated life cycle functions
- Robust and flexible data structure
- Accenture exclusive CMMI assessed “starter kit” built at Texas Medicaid
US-VISIT

Business Transformation Program Management Tools

Kintana Dashboard
Real-time Decision Making & Execution

Kintana Applications
Demand Manager
Resource Manager
Portfolio Manager
Financial Manager
Program Manager
Time Manager
Project Manager
Change Manager

Kintana Platform
Process/Workflow • Security • Reporting

Portal Access

Time/ETCs
Budgets
Rates
Risks
Change Requests
Measures

USVO 274
Cost estimating, schedule, time control, and earned value are tightly integrated and form the core of program/project control.

Objective, accurate, and complete status of where the program is and where it is heading:
- Program Management (Government and the Alliance)
- IPT Leads

Information readily available to support:
- OMB (performance assessments, etc.)
- GAO audits
- Other stakeholder requests

Cost information feeds the business case.

Surprises are NOT acceptable!
Cost Estimating and Schedule Management

- Our QPI (Quality Process Improvement) data shows that 99.9% of our projects are delivered on budget and 98.3% on schedule

- Estimating models selected
  - Experience from thousands of Business Transformation programs
  - Several tailored models (COTS, portal, etc.) used to estimate Increment 2B

- Complexity factors, workday estimates by WBS element produced and reviewed; validated with independent teaming partner estimates for 2B

- Schedule durations and resources applied
  - Resource leveling and top down view applied
  - Dependencies/critical path; in particular those for Increment 2B

- Models updated with actual effort and factors; used for “what-ifs”

- Monitor other large program dependencies
Cost Estimating and Schedule Management

- Global Estimating Model (GEMS)
- Relevant past programs
- Subject matter experts

Product-Driven WBS

Cost Estimating
- Cost Models
- Historical Performance Data
- Metrics
- Heuristics
- Estimating Factors
- Complexity Metrics

Review
Available Models
Choose
Best-Fit Model
Populate
Model
Analyze
Results
What-If Analysis

Two-Way Feedback

Schedule Estimating
Activity
- Duration
- Estimate
- Activity
- Dependencies

Resource Assignment
- Resource Leveling
- Critical Path Modeling
- What-If Analysis

Teaming Partner Input

Cost Estimate
Baseline Plan and Budgets
Schedule
Earned Value Management

- EVM used successfully by Alliance members on systems programs for decades including all past performances

- EVM Planning
  - Work breakdown structure (WBS), budgets, resources, and start and stop dates “baselined” in Kintana and effort mapped to deliverables

- EVM Tracking
  - Actuals and estimates to complete (ETCs) entered by resource and WBS
  - ETCs based on objective measures of progress; not Budget – Actual

- EVM Management
  - Use Cost Performance Index (CPI) and Schedule Performance Index (SPI) and other key measures of earned value
  - Full Access by Government Stakeholders

Determining ETCs is the hard part and is what we do best
Earned Value Management

(b)(4)
Risk Management

- Address operational realities as well as project-specific risks

- Uses a knowledge-based approach
  - Proactive identification of risks
  - Realistic mitigation strategies

- Currently managing risks
  - Large program risks identified in Sirota Study and GAO reports
  - Increment 2B risks identified in pre-award work

- Continue to identify potential risks at all levels and throughout the life of the program
  - Valid risks qualified with probability and impact and reviewed with Risk Control Board
  - Risk mitigation actions integrated into project plans
  - Risk escalation plans and processes defined and communicated

We will avoid unnecessary risks, not just manage them.
(b)(4)
Subcontractor Management

- Badgeless team incentivized to deliver US-VISIT business outcomes
- Governance model used on DLA and other successful business transformation programs
- Aligned approach to deliver on shared objectives
- Ongoing relationship management
- Processes defined for problem resolution and continuous improvement
Subcontractor Management

Teaming
- Teaming Arrangements
- Subcontracts

Integration
- Personnel
- Policies
- Processes

Ongoing Interface
- Service Level Agreements
- Service Delivery Reviews
- Individual Performance Reviews
Teaming Arrangements

- **Teaming Agreements**
  - Defined domain areas
  - Flexible work share vs. percent defined
  - Contract flow downs where applicable
  - Risk sharing for Teaming Partners

- **Subcontracts**
  - Negotiating now
  - Agreement on terms and conditions prior to award
  - Agreed upon CMMI processes
Teaming Arrangements

Accenture
- Business
- Transformation
- Architecture
- Program Management

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

SRA
- Privacy
- Security
- NOC

TITAN
- Testing
- Quality Assurance
- Configuration Management
- Legacy System

Additional Teaming Partners and Subcontractors:
- General Dynamics Information Technology
- Raytheon
- SRA
- Accenture
- Raytheon
- TITAN
- SRA
- Accenture
- Raytheon
- TITAN
Integration of Personnel, Policies, and Processes

- **Personnel**
  - Business entities and divisions understood
  - Roles and responsibilities defined in “blended” teams
  - Organizational accountabilities defined

- **Policies**
  - Teaming partner/subcontractor policies evaluated and understood
  - Program policies defined to minimize variances
  - Differences understood and planned for

- **Processes**
  - Corporate Capability Maturity Model levels assessed and understood
  - One set of CMMI processes being followed

Operational as a “Team of Teams” for months
Integration Across Organizations

“Team of Teams”

Cost/Schedule Management

Earned Value Management

Risk Management

Program Control and Reporting

Acquisition Management
Integration and Implementation of Management Processes

- Best of breed processes utilized across the program
  - Accenture processes
  - Teaming partner processes
  - New processes where appropriate

- Common orientation and training

- Supported by ongoing team communication and access to information
Predefined roles with appropriate flexibility for optimum performance
- Consistent with defined domain areas
- Promoting technology refresh and small business participation
- Mutually agreeable

Guiding Principles
- Best resources provided regardless of organization
- Respond to task orders quickly and with best value to DHS
How Teaming Partners/Subs Interface with Offeror

Smart Border Alliance
- Workshare guidelines
- Defined domain areas for each team member
- Small business goals

ROM

Task Order Request

WBS

Schedule

Estimate

Define SOWs

SOW Estimates from Teaming Partners

Submit for Government Approval

Government Approves T.O.

Issue SOW to Teaming Partner

Start Work
We provide best value to DHS throughout the life of the program

Product and service acquisition
- SEIT and architecture teams drive technology assessment and verification
- Legacy providers and emerging technology providers will be added to the team

Continually focus on the best value acquisition
- Business case and EVM
- Proactive planning
- Long-term view
- Flexibility and speed
- Adaptability
- Full disclosure
Issue Management

- Business issues as well as systems delivery issues
- Pro-active and collaborative approach to facilitate decision making

- Identify and document issues
  - Define impact to the program
  - Assign overall priority
  - Identify alternatives

- Investigate and recommend
  - Analyze alternatives including pros and cons
  - Provide recommendation and rationale

- Sign-off and close
  - Stakeholders engaged
  - Expedite based on priority
  - Make decision and sign off

Collaboration between Government and the Alliance at all times
US-VISIT

Increment 2B Issue Log

<table>
<thead>
<tr>
<th>Issue Number</th>
<th>Creation Date</th>
<th>Issue Title</th>
<th>Area Impacted</th>
<th>Analysis Owner</th>
<th>Analysis Due Date</th>
<th>Target Resolution Date</th>
<th>Actual Resolution Date</th>
<th>Priority</th>
<th>Status</th>
</tr>
</thead>
</table>

(b)(4)  
(b)(6)
Business Case Background

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

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

A strong business case builds stakeholder buy-in
HLB Business Case Development Process

- Design Business Functionality
- Identify Effectiveness
- Identify Benefits
- Identify Capital Costs/O&M Costs
- Calculate Business Case Outcome/Risk Analysis
- Calculate ROI

On-going measurement of realized costs and benefits is conducted as a basis for risk-management and the management of performance-based task orders.

HLB Decision Economics Inc.
- David Lewis, PhD - CEO and President
- Specializes in development and deployment of objective third-party business case and risk management models
- Methodologies have been implemented by HLB at U.S. Federal and Canadian government agencies
Increment 4 Financial Benefits
Financial Viability: Value (Cost/Benefit) by Increment

2004/5
Increment 2B, 3
- Increment 2B
- 50 Land POEs
- Increment 3
- Remaining POEs
- Integrated Traveler Folder Release 1

Net direct economic benefits exceed $8.5B
Continually focus on delivering the Business Case and other desired outcomes

Proactively measure performance to
  - Deliver on budget and schedule
  - Achieve high performance and customer satisfaction

Provide traditional PMO support with high quality
  - Process development and compliance
  - Administrative activities

Ready to perform Day One

Work in partnership with DHS throughout the life of the program
Summary

Business Case Management

Performance Measurement

Process Compliance and Administration
Management Approach Agenda

- Commitment and Program Organization
- Organizational Structure and Team Integration
- 15 Minute Break
- Start-up Risks
- Program Process Integration and Control
- Lessons Learned
Presentation Topic: Lessons Learned

Lead Speaker: Eric Stange

Role on US-VISIT: Program Manager

Outline
- Creating a Successful Partnership
- Employing Transformational Program Management
- Providing Thought Leadership on Long-Term Programs
- Mitigating Complex Transition and Deployment
- Addressing Large Diverse Stakeholder Communities
- Summary
Rationale for Lessons Learned

- Most relevant, address highest priorities of US-VISIT
- Proven on our largest and most complex programs
- Brought to Program via key personnel experience
  - DLA-BSM: Eric Stange,
  - EOSDIS:
  - USPS:
  - FAA STARS:
  - GNIB:
  - TSA:
  - Former Border Management Government Officials: Gayle Nix,

Lessons learned = keys to US-VISIT success
Lessons Learned: Creating a Successful Partnership

<table>
<thead>
<tr>
<th>Lesson Learned</th>
<th>Application at US-VISIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>A partnership based on a common vision, open communication and shared</td>
<td>- Initial End Vision developed through Government and Smart Border Alliance collaboration</td>
</tr>
<tr>
<td>responsibility lays the foundation for a successful program</td>
<td>- Governance structure established with DHS as senior partner</td>
</tr>
<tr>
<td>- Defense Logistics Agency Business Systems Modernization (DLA-BSM)</td>
<td>- Meeting schedule designed to address strategic issues as well as operational progress</td>
</tr>
<tr>
<td>- New Zealand Customs Modernization</td>
<td>- IPTs co-led by Smart Border Alliance and Government</td>
</tr>
<tr>
<td>- U.S. Postal Service Delivery Operations Information Systems (DOIS)</td>
<td>- Co-location of teams</td>
</tr>
<tr>
<td></td>
<td>- Performance-based contract to deliver best value to the Government</td>
</tr>
<tr>
<td></td>
<td>- Program executive and staff compensation tied to meeting US-VISIT goals</td>
</tr>
</tbody>
</table>
# Lessons Learned:

## Employing Transformational Program Management

<table>
<thead>
<tr>
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</tr>
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<tbody>
<tr>
<td>A transformational program management approach can significantly enhance the achievement of business outcomes in large, complex, multi-year programs</td>
<td>Business simulation used to validate options and outcomes</td>
</tr>
<tr>
<td>– Defense Logistics Agency Business Systems Modernization (DLA-BSM)</td>
<td>Decision economics model identifies high value, high impact capabilities</td>
</tr>
<tr>
<td>– New Zealand Customs Modernization</td>
<td>Increments are defined to support specific desired business outcomes</td>
</tr>
<tr>
<td>– U.S. Postal Service Delivery Operations Information Systems (DOIS)</td>
<td>Performance model maximizes value, minimizes impact, and optimizes spending</td>
</tr>
<tr>
<td>– NASA EOSDIS Core Systems (ECS)</td>
<td>Program portal and PMO reports designed to provide real-time status and insight into issues</td>
</tr>
<tr>
<td>– CBP “One Face at the Border” Merger Integration</td>
<td>Common processes designed to integrate teaming partners and subcontractors</td>
</tr>
<tr>
<td>– Texas Medicaid</td>
<td>Processes are actively used by IPTs to manage resources, budgets, schedules and issues</td>
</tr>
<tr>
<td>– U.S. Air Force FIRST</td>
<td></td>
</tr>
<tr>
<td>Lesson Learned</td>
<td>Application at US-VISIT</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Innovation and thought leadership on long-term programs provide the most</td>
<td>Holistic view of business process reengineering used to refine solution</td>
</tr>
<tr>
<td>relevant solutions to support an evolving End Vision</td>
<td></td>
</tr>
<tr>
<td>- FAA Standard Terminal Automation Replacement Systems (STARS)</td>
<td></td>
</tr>
<tr>
<td>- New Zealand Customs Modernization</td>
<td>Senior Advisory Board provides real-world, border management experience and guidance</td>
</tr>
<tr>
<td>- NASA EOSDIS Core Systems (ECS)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Network established to draw on Smart Border Alliance experiences, international border management projects and communities of practice</td>
</tr>
<tr>
<td></td>
<td>Plan designed to incorporate ideas from the field, US-VISIT PMO, and lessons learned from incremental releases</td>
</tr>
</tbody>
</table>
### Lessons Learned: Mitigating Complex Transition and Deployment

<table>
<thead>
<tr>
<th>Lesson Learned</th>
<th>Application at US-VISIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deployment efforts must be supported by involved site leadership, appropriate technology and training, and regular communication to increase success</td>
<td>Manageable releases established to maximize operational acceptance rate</td>
</tr>
<tr>
<td>- FAA Standard Terminal Automation Replacement Systems (STARS)</td>
<td>Central deployment management with alignment of Alliance deployment teams to Government regions</td>
</tr>
<tr>
<td>- U.S. Postal Service Delivery Operations Information Systems (DOIS)</td>
<td>Field users and front-line supervisors involved in design and execution of standard deployment processes</td>
</tr>
<tr>
<td>- NASA EOSDIS Core Systems (ECS)</td>
<td>Site-specific facility and infrastructure requirements included in deployment plans</td>
</tr>
<tr>
<td>- Defense Logistics Agency Business Systems Modernization (DLA-BSM)</td>
<td>Change management efforts embedded in all IPT activities</td>
</tr>
<tr>
<td></td>
<td>Systems pre-assembled and configured prior to arrival at sites</td>
</tr>
<tr>
<td></td>
<td>Key leadership actively involved in communicating to end users</td>
</tr>
</tbody>
</table>
Lessons Learned:
Addressing Large, Diverse Stakeholder Communities

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Stakeholders and communities of interest must have concerns addressed and be</td>
<td>Critical issues are verified in order to develop outreach strategy for each group</td>
</tr>
<tr>
<td>communicated with early and often to facilitate operational acceptance</td>
<td>Meetings with stakeholders occur early and often to identify concerns and incorporate ideas</td>
</tr>
<tr>
<td>- Transportation Security Administration (TSA)</td>
<td>Communication and outreach messages tailored to address stakeholder needs</td>
</tr>
<tr>
<td>- Defense Logistics Agency Business Systems Modernization (DLA-BSM)</td>
<td>Effectiveness of outreach efforts assessed based on agreed metrics and continuous improvements are incorporated</td>
</tr>
<tr>
<td>- CBP “One Face at the Border” Merger Integration</td>
<td>Local and regional Smart Border Alliance expertise leveraged to address stakeholder issues</td>
</tr>
<tr>
<td>- U.S. Postal Service Delivery Operations Information Systems (DOIS)</td>
<td>Regional Deployment Offices established to support stakeholder communication and relationships</td>
</tr>
<tr>
<td>- Ireland GNIB</td>
<td></td>
</tr>
<tr>
<td>- New Zealand Customs Modernization</td>
<td></td>
</tr>
<tr>
<td>- NASA EOSDIS Core Systems (ECS)</td>
<td></td>
</tr>
</tbody>
</table>
Lessons Learned Summary

- Address US-VISIT priorities and are directly relevant
- Experienced first hand by our key personnel
- Embedded in our approach
- Enable business transformation