



Response for:

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

Volume 3, Part B:

Task Order 002

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Department of Homeland Security

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Table of Contents

1.0 PROPOSED SOLUTION..... 1-1

1.1 Business Solution..... 1-4

 1.1.1 Relationship to End Vision 1-6

 1.1.2 US-VISIT Process Impacts 1-6

 1.1.3 Smart Border Alliance Resources 1-9

1.2 Technical Solution 1-10

 1.2.1 Relationship to End Vision 1-10

 1.2.2 Application Architecture and Integration with Legacy Systems 1-11

 1.2.3 Infrastructure Architecture 1-13

 1.2.4 Increment 1 Land Modifications 1-15

 1.2.5 RFID Enrollment Application 1-15

 1.2.6 RFID Exit Application 1-15

 1.2.7 Radio Frequency Identification (RFID) Tags 1-15

 1.2.8 Integrated Traveler Folder 1-17

 1.2.9 US-VISIT Portal 1-18

 1.2.10 Compatibility with DHS Enterprise Architecture 1-19

1.3 Facilities Impacts 1-20

1.4 Plans for Performance 1-21

1.5 Scope, Requirements, Assumptions, and Constraints 1-22

1.6 Optional Solution Components 1-24

 1.6.1 MOC 1-24

 1.6.2 Additional Land POE Implementations 1-25

2.0 DETAILED TASK ORDER PROJECT PLAN..... 2-1

2.1 Task Order Subtasks 2-1

 2.1.1 Program and Technical Management (Subtask 1) 2-2

 2.1.2 Business Process Reengineering/
 Continuous Improvement (Subtask 2) 2-7

 2.1.3 Systems Engineering and Integration (Subtask 3) 2-9

 2.1.4 Design (Subtask 4) 2-13

 2.1.5 Development (Subtask 5) 2-17

 2.1.6 Test (Subtask 6) 2-19

 2.1.7 Implementation (Subtask 7) 2-21

 2.1.8 Hardware, Software, and Services (Subtask 8) 2-26

 2.1.9 Training (Subtask 9) 2-28

 2.1.10 Transition to Operations (Subtask 10) 2-30

 2.1.11 Systems and Infrastructure Operations and
 Support Services (Subtask 11) 2-32

 2.1.12 Facilities and Facilities Infrastructure (Subtask 12) 2-34

 2.1.13 Evaluation of System Performance (Subtask 13) 2-35

 2.1.14 Security and Privacy Implementation (Subtask 14) 2-36

2.2 Government-Furnished Materials and Resources 2-38

 2.2.1 Government Personnel and SME Participation 2-38

 2.2.2 Government-Furnished Information 2-38



2.2.3 Government-Furnished Facilities..... 2-38

2.2.4 Government-Furnished Equipment..... 2-39

2.3 Performance Measures..... 2-42

2.4 Task Order Staffing..... 2-44

2.5 Location/Place of Performance..... 2-46

2.6 Small, Small HUBZone, Small Disadvantaged, Veteran Owned and Women
Owned Business..... 2-46

3.0 WBS AND SCHEDULE 3-1

3.1 Work Breakdown Structure 3.1-1

3.2 Schedule 3.2-1

4.0 COST/PRICE PROPOSAL 4-1

5.0 RESUMES 5-1

6.0 DELIVERABLES AND ACCEPTANCE CRITERIA..... 6-1

6.1 Deliverables and Delivery Schedule..... 6-1

6.2 Acceptance Criteria..... 6-1

6.3 Contractor-Furnished Materials, Travel and ODCs..... 6-1

6.4 Period of Performance 6-2

Appendix 1 - Mission Essential Task List – Increment 2B Planned Cycle A1-1

Appendix 2 – Table of Increment 2B Deliverables/Work Products..... A2-1



List of Figures

Figure 1-1. Our experienced team executes a well-defined project plan to deliver our Increment 2B solution, meeting DHS requirements and providing End Vision capabilities ahead of schedule..... 1-1

Figure 1-2. The Alliance’s solution for Task Order 002 exceeds the Government’s time critical business requirements while providing key capabilities of our End Vision..... 1-3

Figure 1-3. The Alliance’s business solution is driven by DHS’s need to enhance security while simultaneously improving travel and trade 1-4

Figure 1-4. [REDACTED]..... 1-5

Figure 1-5. The Alliance moves toward our End Vision by initiating End Vision-related processes in Increment 2B including access to traveler data via the Integrated Traveler Folder 1-6

Figure 1-6. Our entry solution reduces impacts to secondary inspectors by reusing legacy processes [REDACTED]..... 1-7

Figure 1-7. Our solution enhances the process being deployed in Increment 1 by supporting our RFID exit process and providing additional information to primary and secondary inspectors through access to the Integrated Traveler Folder 1-8

Figure 1-8. Our solution minimizes traveler impacts [REDACTED]..... 1-9

Figure 1-9. Our solution utilizes Increment 1 and enhances it by incorporating [REDACTED]..... 1-11

Figure 1-10. Our infrastructure capitalizes on the existing hardware and networks, and incrementally adds the components necessary to support the 51 land POEs in order to meet the challenging Increment 2B schedule..... 1-13

Figure 1-11. [REDACTED]..... 1-16

Figure 1-12. The Integrated Traveler folder is the cornerstone of our End Vision, and introduced in Increment 2B, starts us down the path of [REDACTED] and universal access to foreign traveler data 1-17

Figure 1-13. The US-VISIT Portal is designed to provide access to tools and information related to US-VISIT to simplify and streamline processes and infrastructure..... 1-18

Figure 1-14. We support the HLS EA by recognizing the need to correlate the DHS value chain with Increment 2B related activities, data, applications, and solution components 1-19

Figure 1-15. Our Increment 2B solution supports the HLS EA by including tools that match the HLS standard set of profiles..... 1-19

Figure 1-16. The Alliance works hand-in-hand with facilities contractors in implementing our solution that minimizes the impact to vehicle exit lanes..... 1-20

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Figure 1-17. We address the Increment 2B issues through our Jump Start program including our team’s functional experts who are former INS and Customs executives 1-21

Figure 1-18. Our analysis of the US-VISIT scope, in conjunction with our SMEs, results in a comprehensive plan to fully transition to operations by November 19, 2004..... 1-22

Figure 1-19. The Alliance’s all-inclusive approach toward systems engineering results in early validation of assumptions and mitigation of any impacts from external sources..... 1-23

Figure 1-20. Our solution for a Mission Operations Center includes a number of benefits that increase security and help CBP and ICE managers manage their resources 1-24

Figure 1-21. Introducing the Missions Operation Center in Increment 2B provides early support to a variety of stakeholders in increasing security 1-25

Figure 2-1. Increment 2B Subtasks are explicitly defined in our WBS for effective project status tracking and reporting..... 2-1

Figure 2-2. Increment 2B is an extension of the program level functionality utilizing systems, tools, data and an experienced project team to meet our objective of deploying the Land POE solution [REDACTED] 2-2

Figure 2-3. Our product-based WBS is integrated with our Program WBS as one of the fundamental building blocks to monitor cost and schedule for Increment 2B 2-4

Figure 2-4. [REDACTED] 2-5

Figure 2-5. We meet DHS’s IBR requirements and review schedule to facilitate Increment 2B Implementation 2-6

Figure 2-6. The Increment 2B BPR process includes identification of changes to the Code of Federal Regulations..... 2-7

Figure 2-7. Our BPR approach, applied to the Entry and Exit process, brings together technology, people, and processes designed to achieve performance improvements..... 2-8

Figure 2-8. Our proven practices are imbedded into our tools, methods, templates and architectures to lower implementation risk..... 2-9

Figure 2-9. Our requirements definition process turns goals and challenges into the allocated, detailed requirements specification to implement the Increment 2B solution 2-10

Figure 2-10. Our process for requirements definition produces top level derived requirements for the system components, allowing quick allocation of the responsibilities – Sheet 1 of 2 2-11

Figure 2-10. Our process for requirements definition produces top level derived requirements for the system components, allowing quick allocation of the responsibilities – Sheet 2 of 2 2-12

All redacted information on this page is withheld under exemption (b)(4)



Figure 2-11. Our proven and collaborative design methodology takes into account the needs of new, modified, and existing applications to provide DHS with a well-integrated Increment 2B solution..... 2-13

Figure 2-12. We use our proven and comprehensive design methodology for Increment 2B Solution to create SDLC deliverables that meet the DHS approved requirements..... 2-14

Figure 2-13. [REDACTED]..... 2-15

Figure 2-14. Our [REDACTED] approach is consistent with DHS Technical Reference Model and reduces the complexities of interfaces among the various components to lower development and maintenance costs..... 2-16

Figure 2-15. Our standards-based development methodology conforms to industry best practices to provide US-VISIT a modular, infrastructure lite solution and to increase speed of development 2-17

Figure 2-16. Our reusable delivery methods, tools, and architectures help provide our solution on time and with lower development costs..... 2-18

Figure 2-17. Our [REDACTED] approach for joint system acceptance testing provides US-VISIT with a higher quality Increment 2B solution..... 2-19

Figure 2-18. Our [REDACTED] driven testing approach brings together the different solution components of our solution for Increment 2B for a joint systems acceptance testing with DHS to provide a high quality solution..... 2-20

Figure 2-19. We deliver an aggressive implementation based on our deployment experiences with large, complex projects to complete Increment 2B deployment on-time, on-budget..... 2-22

Figure 2-20. Our experiences with large, complex, and nationwide deployments along with knowledge of POEs through former border management senior executives allows us to be up and running at contract start..... 2-23

Figure 2-21. Resource dedication enables the design, development and execution of all facets of implementation 2-24

Figure 2-22. [REDACTED]..... 2-25

Figure 2-23. [REDACTED]..... 2-26

Figure 2-24. Our [REDACTED] systems engineering process minimizes customization to maintain reliability, scalability, and flexibility 2-27

Figure 2-25. Our mature, standardized training process enables rapid training delivery that increases operational acceptance 2-28

Figure 2-26. Our just in time training prepares DHS instructors and support personnel for a successful Increment 2B POE transition 2-29

Figure 2-27. Our transition to operations plan emphasizes timely completion of both business and technology tasks for the required Entry Solution 2-30

Figure 2-28. Our 65,00 square foot distribution center in El Paso, Texas is immediately available to provide effective deployment through our experienced procurement, warehouse, site kit/ship, and logistics support teams 2-33

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Figure 2-29. Key responsibilities related to facilities are met through a combination of our established engineering and management processes, and collaboration with related IPTs and US-VISIT Facilities Team..... 2-34

Figure 2-30. We assess our increment 2B solution performance [redacted] 2-35

Figure 2-31. Multilevel access control, monitoring, and backup provide physical, informational, and personnel security for US-VISIT 2-37

Figure 2-32. We collaborate with DHS resources to enhance the integrity and interoperability of our solution 2-39

Figure 2-33. We take advantage of existing Government resources and materials to optimize DHS investments – Sheet 1 of 2 2-40

Figure 2-34. Our incentive structure, based on derived performance measures, allows the Government to monitor our performance for Increment 2B implementation 2-42

Figure 2-35. Defining the performance plan with DHS establishes a baseline for performance measures and metrics..... 2-43

Figure 2-36. Our success on similar complex projects provides evidence of our experience and ability to apply the resources necessary to deliver Increment 2B..... 2-44

Figure 2-37. We allocate task order subtasks by functional areas across our teaming partners to provide value to DHS..... 2-45

Figure 2-38. Place of Performance –The Alliance Program Office is conveniently collocated, to enable a close and secure working relationship with the US-VISIT Program Office..... 2-46

Figure 2-39. The Alliance provides 48.1% of total subcontractor value to SB/SDB demonstrating our commitment to socio-economic goals 2-46

Figure 3-1. Our Increment 2B Work Breakdown Structure provides clear traceability and accountability throughout Task Order 002 to manage project actions 3-2

Figure 3-1. Our Increment 2B Work Breakdown Structure provides clear traceability and accountability throughout Task Order 002 to manage project actions2..... 3-4

Figure 6-1. We deploy [redacted] and accelerate delivery of the End Vision 6-2

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Compliance Matrix
Volume 3, Part B - Task Order 002 SOW - Increment 2B Implementation

RFP Paragraph No.	RFP Paragraph Title	Proposal Paragraph No.
L.14.2, H.2.3, J3	Introduction to Task Order 002	
L.14.2, H.2.3 (a), J3-1.0	Proposed Solution	1.0
J3-1.0 and M.4.3.1	Business Solution	1.1
J3-1.0, J3-1.1, M.4.3.2	Technical Solution	1.2
J3-1.1 and L.14.2	Facilities Impacts	1.3
H.2.3 (a)	Plans for Performance	1.4
J3-2.0, 2.1 and 2.2	Scope, Requirements, Assumptions and Constraints	1.5
Optional	Optional Solution Components	1.6
H.2.3 (b), M.4.3, M.4.3.1	Detailed Task Order Project Plan	2.0
J3-3.0	Task Order Subtasks	2.1
J3-3.1	Subtask 1: Program and Technical Management	2.1.1
J3-3.2	Subtask 2: Business Process Reengineering and Continuous Improvement	2.1.2
J3-3.3	Subtask 3: Systems Engineering and Integration	2.1.3
J3-3.4	Subtask 4: Design	2.1.4
J3-3.5	Subtask 5: Development	2.1.5
J3-3.6	Subtask 6: Test	2.1.6
J3-3.7	Subtask 7: Implementation	2.1.7
J3-3.8	Subtask 8: Hardware, Software and Services	2.1.8
J3-3.9	Subtask 9: Training	2.1.9
J3-3.10	Subtask 10: Transition to Operations	2.1.10
J3-3.11	Subtask 11: Systems and Infrastructure Operations and Support Services	2.1.11
J3-3.12	Subtask 12: Facilities and Facility Infrastructure	2.1.12
J3-3.13	Subtask 13: Evaluation of System Performance	2.1.13
J3-3.14	Subtask 14: Security and Privacy Implementation	2.1.14
J3-4.0	Government-Furnished Materials and Resources	2.2
J3-6.3 and H.2.3 (b) (2)	Performance Measures	2.3
H.2.3 (b)(3)	Task Order Staffing	2.4
H.2.3 (b)(4) and J3-8.0	Location / Place of Performance	2.5
H.2.3 (b)(5)	Small, HUBZone, Small, Small Disadvantaged, and Women-owned Business	2.6
H.2.3 (c)	WBS and Schedule	3.0
H.2.3 (c)	WBS	3.1
H.2.3 (c)	Schedule	3.2
H.2.3 (d), M.4.4, L.14.2	Cost/Price Proposal	4.0
H.2.3 (e)	Resumes	5.0
H.2.3 (f)	Deliverables and Acceptance Criteria	6.0
J3-5.0	Deliverables and Delivery Schedule	6.1
J3-6.2	Acceptance Criteria	6.2



Compliance Matrix
Volume 3, Part B - Task Order 002 SOW - Increment 2B Implementation

RFP Paragraph No.	RFP Paragraph Title	Proposal Paragraph No.
J3-7.0	Contractor Furnished Materials, Travel, and ODC's	6.3
J3-8.0	Period of Performance	6.4
M.4.3.1 and J.10	Appendix 1 - Mission-Essential Task List - METL	App. 1
J3-5.0	Appendix 2 - Increment 2B Deliverables/Work Products	App. 2

USVS 120



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1.0 PROPOSED SOLUTION

The Smart Border Alliance Increment 2B solution supports existing DHS investments and completes the Entry Solution earlier than the legislatively mandated deadline. Our solution goes beyond systems integration by addressing business process changes and Government stakeholder needs.

Introduction to Task Order 002. We use a proven implementation approach based on our experience with large programs like [REDACTED] and are familiar with the types of tasks, level of effort and resources necessary. Our team works with the US-VISIT Program office to achieve the Increment 2B objectives on time and within budget.

The Alliance has direct relevant border management and national deployment experience, and is prepared on Day 1 to execute our project plan. We do so by executing a Jump Start program that mobilizes our workforce [REDACTED] begin requirements, architecture, design, deployment plans, documentation, and other activities.

Figure 1-1 provides an introduction to the contents of this task order, showing our management team, project plan, proposed solution, and schedule for Increment 2B.

We work together to deploy the Entry Solution by [REDACTED]. We implement earlier than legislatively mandated to build in contingency, and to have the biometrics capture capability in place before the busiest travel season begins. In addition, we deploy two key End Vision capabilities – the Integrated Traveler Folder (ITF) and the US-VISIT Portal that provide inspectors at the Port of Entry (POE) information they need to help them make better admissibility decisions.

US-VISIT Increment 2B and End Vision capabilities – DELIVERED.

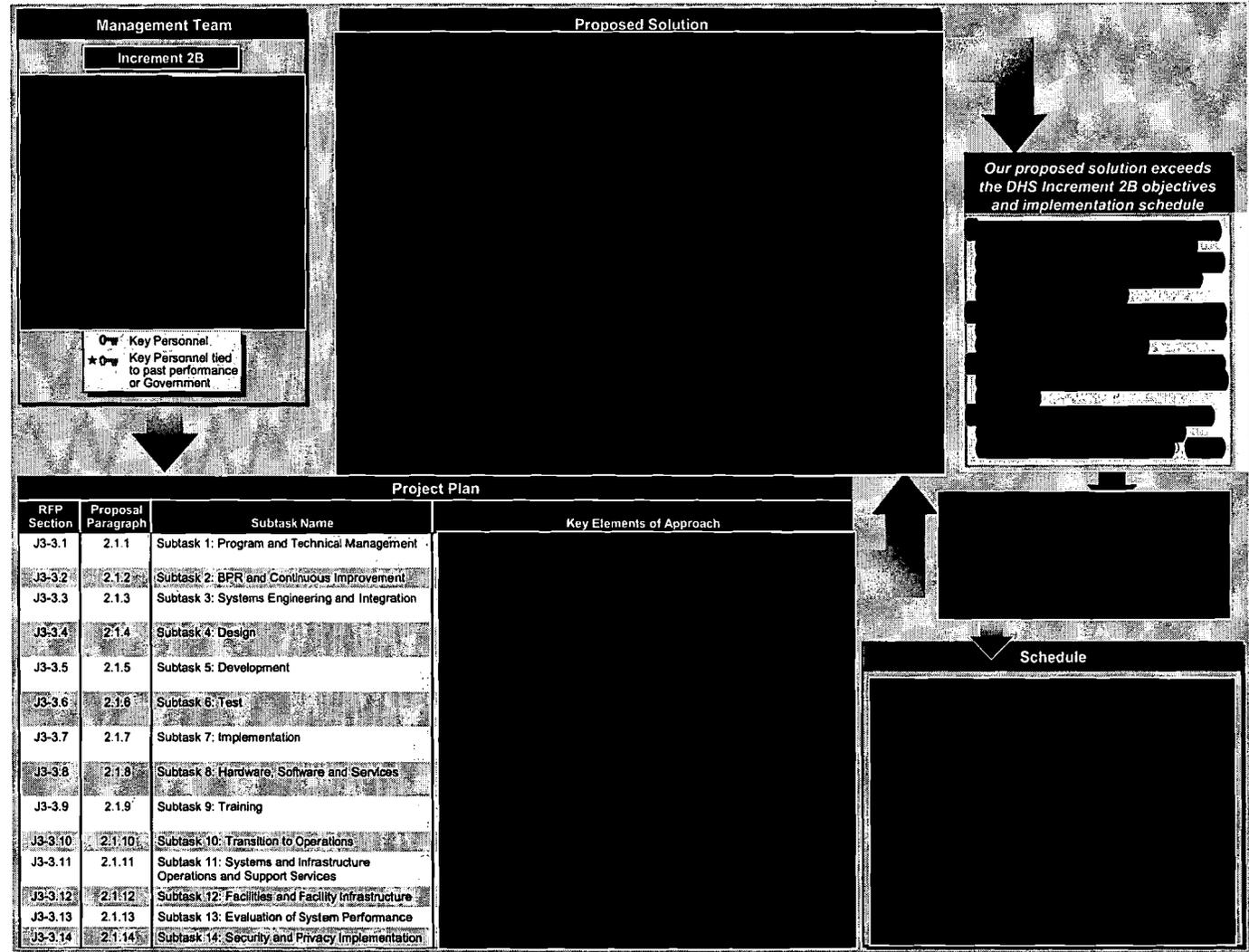


Figure 1-1. Our experienced team executes a well-defined project plan to deliver our Increment 2B solution, meeting DHS requirements and providing End Vision capabilities ahead of schedule



Solution Summary. The Smart Border Alliance Increment 2B solution meets DHS's requirements for Increment 1 land modifications, and introduces key components of our End Vision that provide additional capability to help enhance security, facilitation, and management of the US-VISIT system.

Our Increment 2B solution includes several features that allow us to achieve a [redacted] implementation date while mitigating technical and schedule risks. Our solution includes:

- An Integrated Traveler Folder (ITF) that gives a consolidated view of information
- The US-VISIT Portal, making relevant information available throughout DHS
- RFID technology, enabling a rapid and robust exit process
- Figure 1-2 shows the benefits for our Increment 2B solution.

The ITF, a central US-VISIT data store, tracks all in-scope traveler data, and is a major component of our End Vision. For Increment 2B, we define in-scope travelers as foreign nationals that are non-immigrant visa holders, visa waiver arrivals, Mexicans with Border Crossing Cards (BCC) staying longer than 72 hours or going farther than 25 miles, and Canadians with E and K visas. [redacted]

[redacted]

Inspectors can optionally use this information to make more informed admissibility decisions.

The US-VISIT Portal is the central web-based interface that Customs and Border Protection (CBP) and other DHS personnel use to access US-VISIT tools and information. The ITF is available through the US-VISIT Portal.

For the land exit process, we introduce RFID technology to achieve exit record capture. When in-scope travelers enter the U.S. for the first time, following Increment 2B deployment, the secondary inspector issues an RFID tag that he places into the traveler's passport, or hands to the traveler separately for BCC holders applying for extended travel. This enrolls the traveler in the US-VISIT system. When exiting the country, travelers raise their RFID tags while passing through RF readers, whether they are pedestrians or traveling in a car. The US-VISIT system records their exit information within the ITF.

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Key Solution Features	Key Solution Benefits
Integrated Traveler Folder (ITF)	<ul style="list-style-type: none"> ■ Lets end users view integrated data from multiple systems (IBIS, IDENT, ADIS) in order to improve inspector admissibility decisions ■ Provides interoperability between old and new systems ■ [redacted]
US-VISIT Portal	<ul style="list-style-type: none"> ■ Makes US-VISIT applications and information available across the enterprise ■ Simplifies access to US-VISIT tools and information
RFID Technology	<ul style="list-style-type: none"> ■ Facilitates rapid exit for in scope travelers ■ Automates I-94 process for in-scope travelers

USVS 123

Figure 1-2. The Alliance's solution for Task Order 002 exceeds the Government's time critical business requirements while providing key capabilities of our End Vision



1.1 Business Solution

Through our experience with other border management systems, and utilization of our team's former border management senior executives, we directly address DHS's primary business drivers with our Increment 2B business solution.

Our solution is driven by the four US-VISIT business drivers defined by DHS, as shown in Figures 1-3 and 1-4. We maintain focus on these four drivers while working with DHS, CSC, and other the legacy contractors to develop the Increment 2B solution.

Enhance National Security. Our Increment 2B solution helps DHS fulfill its mission by adding a number of security-related steps in the entry process at land POEs.

[Redacted] Our goal is to provide the inspector with better

We focus on DHS business objectives in designing the Increment 2B Solution

- Our solution directly addresses the four main DHS business drivers
- We improve on the entry, status and exit processes, and our secondary entry process for in-scope travelers [Redacted] complete
- Our entry and exit process eliminates the need for the manual I-94 process

USVS 141

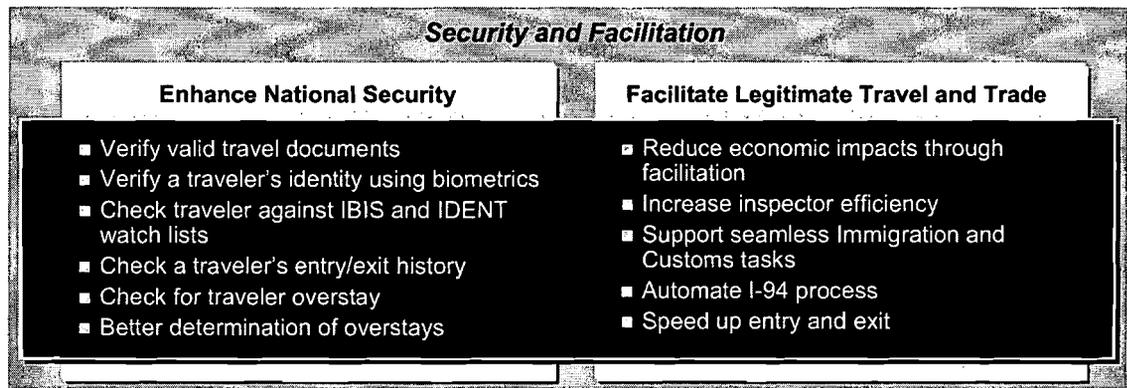
and more useful information. [Redacted]

However, our solution allows inspectors to use [Redacted] to ask better questions during the traveler's interview, improving the inspector's ability to determine a traveler's admissibility.

Our solution is designed to improve DHS's ability to track overstays, and improve status management by automatically recording a traveler's entry using the Increment 1 IDENT and ADIS systems, and recording exit using RFID technology.

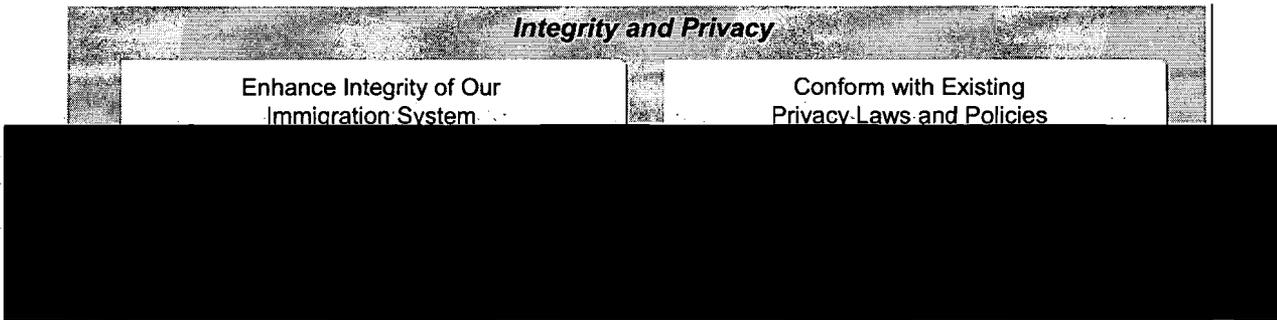
Facilitate Legitimate Travel and Trade. It is imperative that our solution simultaneously addresses DHS's goals to improve facilitation and security. The economic impact of facilitation is significant. For example, US/Canadian

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USVS 027

Figure 1-3. The Alliance's business solution is driven by DHS's need to enhance security while simultaneously improving travel and trade



USVS 107

Figure 1-4.

trade income is over \$500 billion per year. We improve facilitation in our Increment 2B solution by increasing the speed at which travelers enter and exit the country

[Redacted]

Facilitation also improves for the exit process. Currently, I-94 forms are handed to an inspector or placed into a drop box when a pedestrian exits. In our solution, pedestrians no longer need to take the time to drop off I-94 forms during exit because their exit is automatically captured using RFID technology.

Ensuring the Integrity of Our Immigration System. One of the greatest challenges is in both the actual and perceived integrity of the US-VISIT system.

[Redacted]

Our solution reduces entry process changes by reusing IBIS and IDENT.

[Redacted] absorb the changes.

Our solution automates the I-94 process, improving on the quality of the entry/exit data. The current land entry/exit system has a number of flaws that reduce the integrity of our immigration system. A traveler's entry and exit is currently recorded manually by collecting I-94 forms.

[Redacted]

Conforming to Existing Privacy Laws and Policies. The Alliance works closely with DHS and other privacy groups to keep sensitive data from unauthorized physical and electronic access.

[Redacted]

We control access to the tools and documents available in the US-VISIT Portal by

[Redacted]

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1.1.1 Relationship to End Vision

Our Increment 2B business solution moves toward our End Vision by introducing [redacted] and using RFID technology to record entry and exit.

Figure 1-5 shows an Increment 2B version of our End Vision components. Both our Increment 2B and End Vision solutions strive toward making traveler information available [redacted] in order to support entry, status management, and exit.

Our End Vision [redacted] from many US-VISIT related processes. In our Increment 2B solution, we automate the I-94 process, taking a significant step toward removing the paper process used by most foreign national travelers today.

Our End Vision solution includes the use of RFID technology for both entry and exit. Our Increment 2B solution sets the stage for adding RFID at entry in future increments by adding RFID tags to traveler documents, and initiating travelers in the use of RFIDs. Exposing travelers to RFID technology now reduces process changes for them in the future.

1.1.2 US-VISIT Process Impacts

[redacted]

Our Increment 2B solution affects entry, status management, and exit business processes, as shown in Figure 1-5. The following sections present the details of these Increment 2B processes.

[redacted]

One way in which we minimize impacts is by reusing legacy system processes.

Integration with Legacy System Processes. From experience with other border management programs in New Zealand, Canada, and Ireland, we understand that process changes can be difficult for stakeholders to absorb. Therefore, our solution reuses many of the existing DHS entry, status management, and exit system processes [redacted]

[redacted]

Currently, land CBP secondary inspectors use the Interagency Border Inspection

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Figure 1-5. The Alliance moves toward our End Vision by initiating End Vision-related processes in Increment 2B including access to traveler data via the Integrated Traveler Folder



System (IBIS) to perform biographic watch list checks, and the Automated Biometric Identification System (IDENT) to perform biometric watch-list and recidivist checks. Secondary inspectors are already familiar with these tools and the processes surrounding their use. We integrate these legacy processes into our new entry process.

[Redacted]

[Redacted]

Entry and Enrollment Process. The Alliance works closely with DHS immediately after contract award to review our proposed entry and enrollment processes. Before award, we draw upon our team's former border management senior executives to determine an effective entry process for in-scope travelers.

[Redacted]

[Redacted]

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Figure 1-6. Our entry solution reduces impacts to secondary inspectors by reusing legacy processes



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USVS 108

Figure 1-7. Our solution enhances the process being deployed in Increment 1 by supporting our RFID exit process and providing additional information to primary and secondary inspectors through access to the Integrated Traveler Folder

Travelers follow the enrollment process the first time they enter the U.S., where the inspector places a pre-printed RFID tag into the traveler's passport. Since tags cannot be affixed to BCCs, inspectors give extended stay BCC travelers a tag to carry. The inspector then brings up an RFID enrollment screen, and scans the RFID tag to associate the traveler with the identification number stored on the tag. The inspector informs the traveler of the new exit process, then gives the traveler a new process pamphlet and allows him to enter the U.S.

We outline the timing associated with our proposed secondary entry process in Appendix 1, Mission Essential Task List. According to the Baseline Cycle Time specified in the Mission Essential Task List, our solution reduces primary inspection times for in-scope travelers

[Redacted]

For our proposed solution, the majority of secondary inspections for in-scope travelers take [Redacted] to complete. The RFID enrollment takes an additional [Redacted] to complete. Explaining the new exit process takes an inspector [Redacted] to complete. An inspector uses an additional [Redacted] to lookup a traveler's entry/exit and biographic information using the ITF.

Status Management. Our Increment 2B solution reuses the existing legacy status management processes. We enhance this process by providing overstay reports [Redacted] so that DHS can compare these reports against overstay data generated from the Arrival Departure Information System (ADIS). [Redacted]

[Redacted]



Exit Process. DHS must maintain the speed that travelers exit the country, as any additional delays in traffic can be detrimental to local, regional, and national economies. To improve exit while improving DHS's ability to track travelers, we designed our exit process [REDACTED]

Figure 1-8 shows our simple yet effective exit process to capture the exit event of in-scope travelers. The exit process consists of travelers raising their passports while passing through RF-equipped exit lanes. This process applies regardless of whether the traveler leaves as a pedestrian, in a vehicle, or in a bus. Our solution allows travelers to exit unimpeded, and reduces time by eliminating the need to drop off the departure portion of the I-94 forms.

Our solution provides flexibility to POE directors who have [REDACTED]

All travelers, regardless of whether they are US citizens or in-scope travelers,

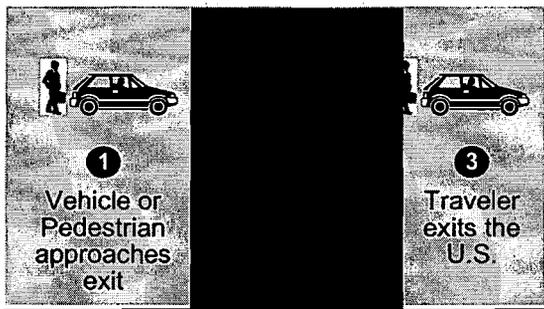


Figure 1-8. Our solution minimizes traveler impacts [REDACTED]

use the same exit lanes when leaving the U.S. To support successful exit capture for in-scope travelers, our solution includes [REDACTED] feedback that the system read an in-scope traveler's RFID.

For pedestrians, [REDACTED]

For vehicles, [REDACTED]

Considering travelers may not be monitored during exit, we recommend policy changes that [REDACTED]

Section 2.1.2 describes our proposed policy changes.

1.1.3 Smart Border Alliance Resources

As part of our business solution, we have integrated a qualified team with border management, large program, and large deployment experience and skills to achieve Increment 2B objectives.

One factor affecting the integrity of the immigration system is the ability to implement Increment 2B in a timely manner. To achieve this goal, the Alliance has the resources in place to reduce the risks to the Government for development, testing, and implementation of Increment 2B. In fact, our key personnel and many other staff will be in place Day 1 because we assemble the team [REDACTED] to execute our Jump Start program. A more detailed description of the Task Order 2 staffing is in Section 2.4.

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1.2 Technical Solution

Our Increment 2B technical solution is designed to address US-VISIT business requirements, mitigate implementation risk, and build on our experience with similar systems.

The full set of elements implemented in our Increment 2B solution include:

- Increment 1 Land Modifications
- RFID Enrollment Application
- RFID Exit Application
- RFID Tags
- Integrated Traveler Folder (ITF)
- US-VISIT Portal

The decision to create these solution elements was driven by one of DHS's overriding values defined in the DHS Architecture Principles -- that business objectives are considered first before making technology decisions. Each of our solution elements supports one of the business processes described in our US-VISIT Process Impacts (Section 1.1.2.)

We use our experience with U.S., New Zealand, Ireland, and Canadian border management systems to determine how to implement our solution elements. Our technical solution incorporates components used in similar border management systems including the use of Customer Relationship Management (CRM) COTS products used by Accenture in the Citizenship Immigration Canada project. We also capitalize on our experience with automated biometric identification systems by reusing the IDENT system originally developed by Raytheon.

We recognize and mitigate a number of performance risks associated with implementing the Increment 2B solution components. The GAO has stated, "US-VISIT is a risky undertaking because it is to support a critical mission, its scope is large and complex, it must meet a demanding implementation schedule..."

The Alliance's experience implementing and integrating similar systems helps us deliver the right technical solution

- Border Management Systems - Accenture has experience architecting multiple customer focused (CRM) border management systems including those in New Zealand, Ireland and Canada

[Redacted]

USVS 063

[Redacted]

We detail each solution element in Sections 1.2.4 through 1.2.9.

1.2.1 Relationship to End Vision

We minimize long-term risk by making our Increment 2B technical solution a springboard toward our End Vision by

[Redacted]

Other End Vision solution elements implemented in Increment 2B include the US-VISIT Portal for ubiquitous yet [Redacted] used throughout our End Vision to facilitate entry and exit.

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1.2.2 Application Architecture and Integration with Legacy Systems

Figure 1-9 shows our Increment 2B
solution architecture, including our

[Redacted text block]

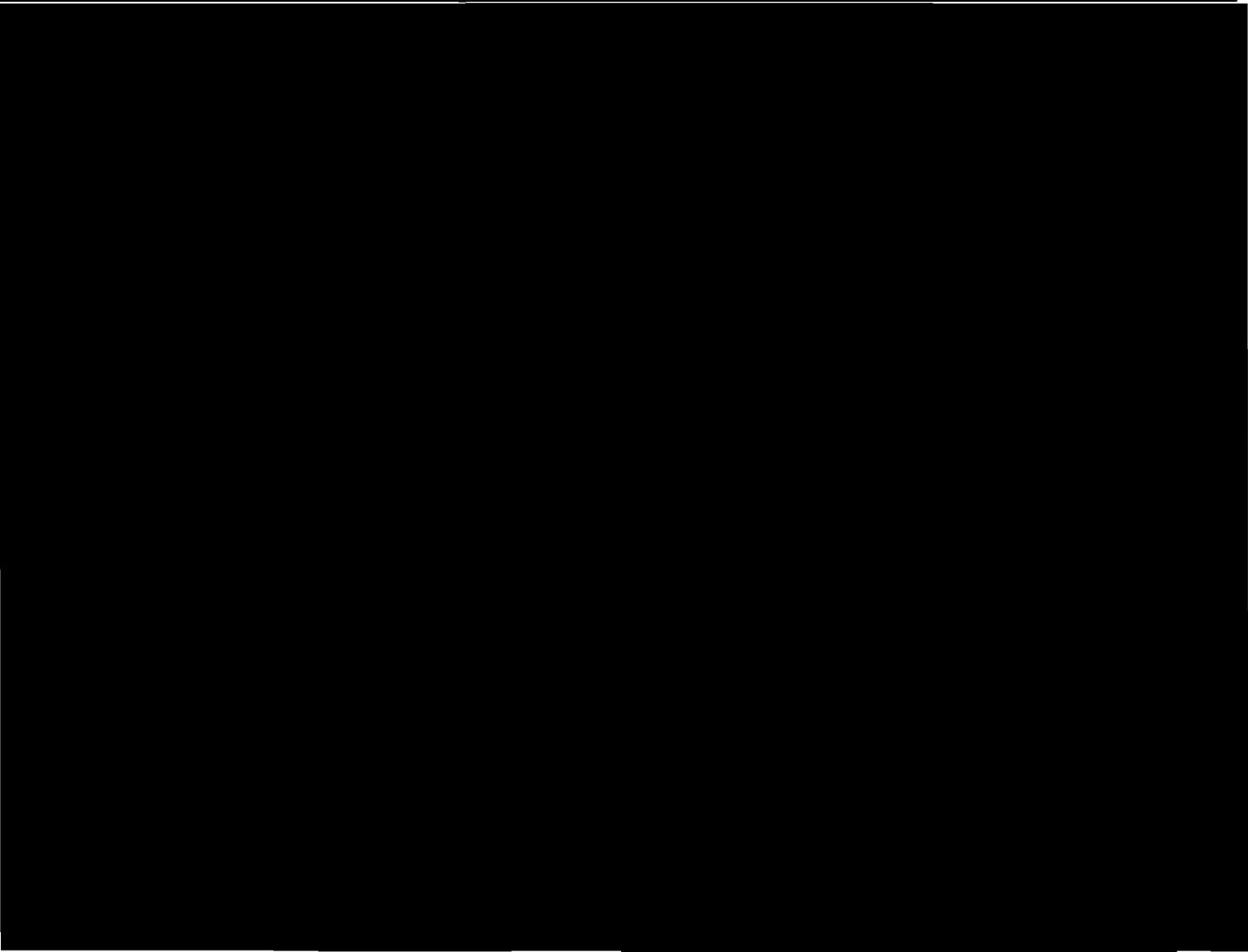


Figure 1-9. Our solution utilizes Increment 1 and enhances it by incorporating



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1.2.3 Infrastructure Architecture

Our infrastructure modifications, shown in Figure 1-10, consist of [REDACTED]

We deploy the Increment 1 hardware, needed to support the legacy IDENT and IBIS systems, to the secondary inspection stations. [REDACTED]

Our solution attaches a new Matrics handheld RF reader, needed to support the RFID Enrollment Application, directly to the secondary station PC.

POE exit lanes require installation of Matrics RF antennas, readers, and associated networking cable in pedestrian and vehicle exit lanes. For pedestrian lanes, we deploy [REDACTED] that indicate the system read the tag. For vehicle lanes, we install [REDACTED] that indicate the number of tags successfully read within a single vehicle. [REDACTED]

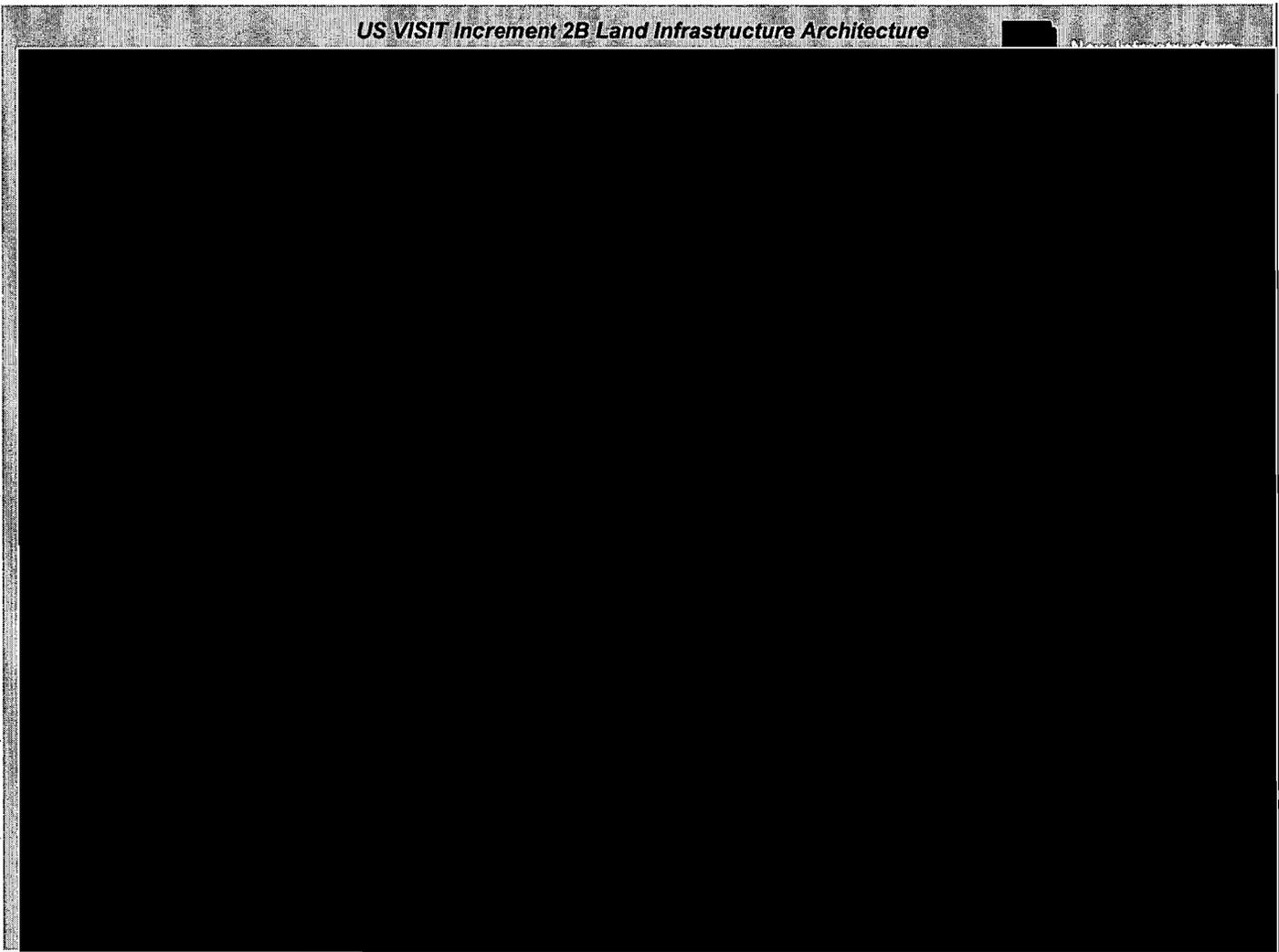


Figure 1-10. Our infrastructure capitalizes on the existing hardware and networks, and incrementally adds the components necessary to support the 51 land POEs in order to meet the challenging Increment 2B schedule

USVS 086



1.2.4 Increment 1 Land Modifications

As of mid-December 2003, more than 14,000 travelers were using the Increment 1 system. Our Increment 2B solution builds on the Increment 1 solution

those systems that are not within the US-VISIT End Vision.

We reuse the Increment 1 legacy systems for a number of reasons including:

- Reusing Increment 1 helps meet the challenging Increment 2B schedule
- The Increment 1 solution is field tested by the time Increment 2B is rolled out
- Land border secondary inspectors are already familiar with the IBIS and IDENT interfaces

- Many secondary workstations already have the Increment 1 hardware deployed as part of the legacy IBIS and IDENT systems

The Alliance solution uses the Increment 1 system applications and infrastructure

1.2.5 RFID Enrollment Application

Another feature of the RFID Enrollment Application is its integration with the IBIS and IDENT clients through

[Redacted]

The RFID Enrollment Application also contains a simple interface for associating a traveler with a unique RFID tag and uses a single piece of new hardware that allows the secondary inspector to read the RFID tag.

1.2.6 RFID Exit Application

The US-VISIT RFID Exit Application provides a simple and effective solution to record exit biographic information for both pedestrians and travelers in vehicles. To eliminate the need for additional inspectors, we designed our Exit Application for

[Redacted]

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Identification (RFID) Tags

The Alliance expands the use of



[Redacted]

[Redacted]

We considered a number of alternatives for incorporating RFID capabilities into Increment 2B.

[Redacted]

[Redacted]

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[Redacted]

We address security by [Redacted]

[Redacted]

Figure 1-11.

USVS 029



1.2.8 Integrated Traveler Folder

By introducing the US-VISIT Integrated Traveler Folder (ITF) in Increment 2B, we move US-VISIT toward our End Vision of providing

[REDACTED]

many DHS legacy systems.

[REDACTED]

In our Increment 2B solution, the interface to the ITF allows inspectors to perform a number of data correlation functions, including retrieving a traveler's biographic information and entry/exit history.

[REDACTED]

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Oracle is also the database used by

[REDACTED]

USVS 066

Figure 1-12. The Integrated Traveler folder is the cornerstone of our End Vision, and introduced in Increment 2B, starts us down the path of [REDACTED] and universal access to foreign traveler data



1.2.9 US-VISIT Portal

Our Increment 2B solution includes a US-VISIT Portal that provides access to the ITF, RFID Enrollment application, and deliverable documents.

[Redacted]

We plan to work with DHS in eventually integrating the

[Redacted]

We plan to work closely with DHS in

choosing the product used for the US-VISIT Portal. Our recommendations include

[Redacted] The decision depends on our ability to integrate these products with

[Redacted]

[Redacted]

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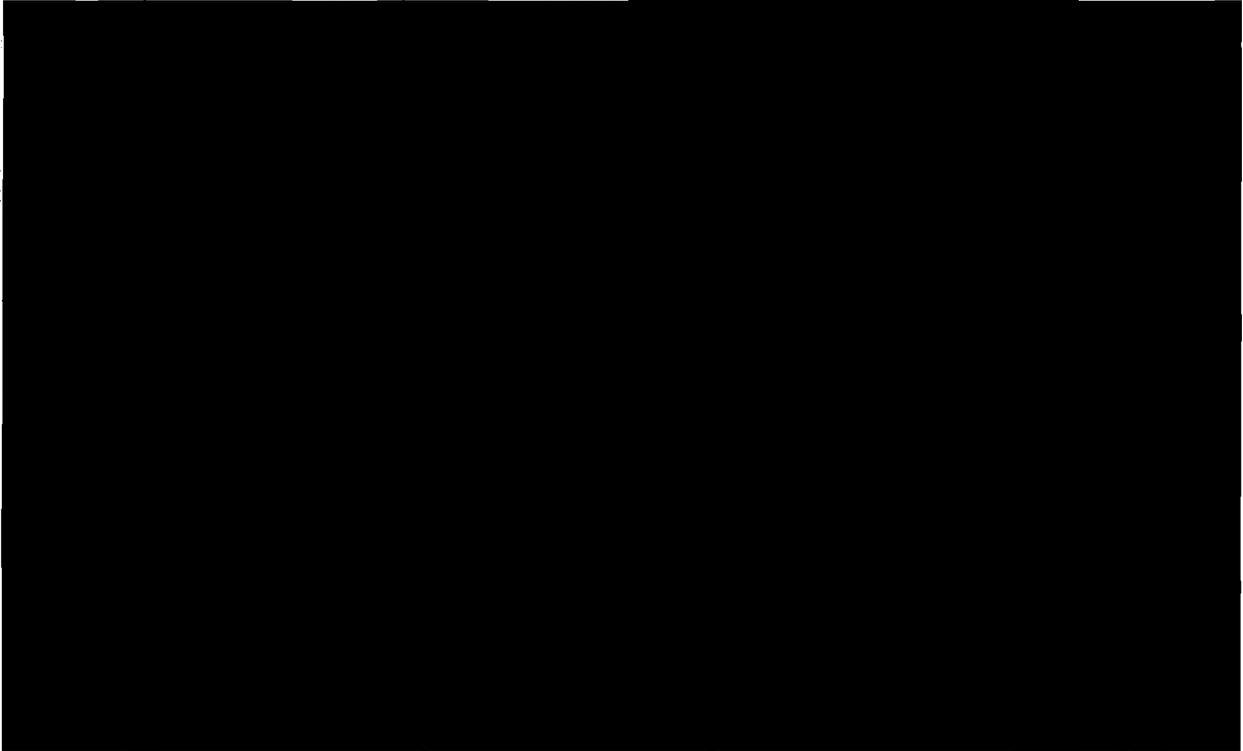


Figure 1-13. The [Redacted] is designed to provide access to tools and information related to US-VISIT to simplify and streamline processes and infrastructure



1.2.10 Compatibility with DHS Enterprise Architecture

DHS must integrate systems from multiple agencies and departments in order to support the larger Homeland Security Enterprise Architecture (HLS EA). Although time and funding are limited for Increment 2B, our approach takes steps toward achieving the HLS EA target architecture by designing

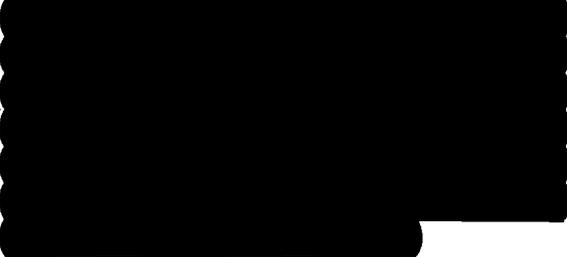


Figure 1-14 shows how our business and technical solution elements directly support the activities, data, applications, and components of the HLS EA. For

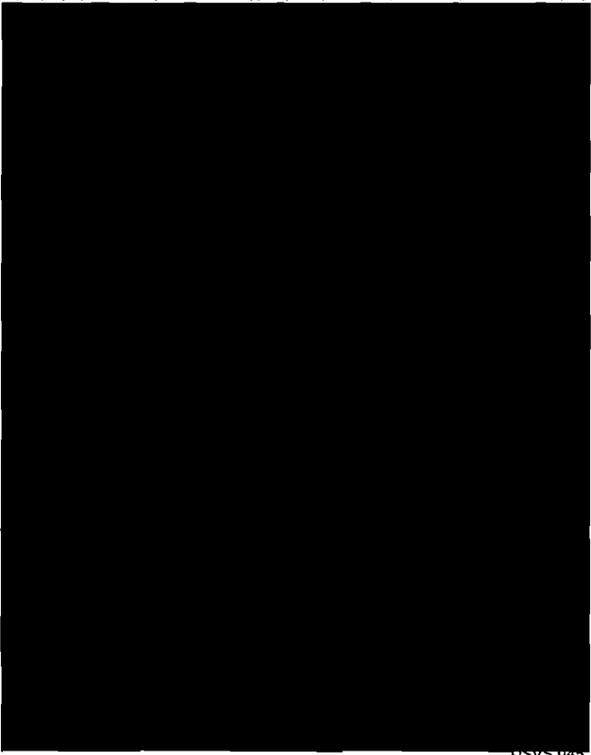
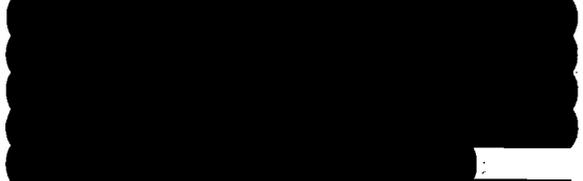


Figure 1-14. We support the HLS EA by recognizing the need to correlate the DHS value chain with Increment 2B related activities, data, applications, and solution components

example, our business processes shown at the bottom of the figure and described in section 1.1.2 reflect HLS EA activities.



The reuse of technology and component services from both within and across government agencies is another HLS EA goal



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Application Component	DHS Standard & Alliance Choice	HW/SW
[Redacted]		

Figure 1-15. Our Increment 2B solution supports the HLS EA by including tools that match the HLS standard set of profiles





1.3 Facilities Impacts

[Redacted]

One of the most significant constraints on US-VISIT is the physical limitation imposed by land POEs. For example, downtown Nogales, TX has no space to expand exit lanes, and cannot undergo major facilities changes without demolishing the customs administration building or non-Government buildings. We work with the DHS facilities team to review and update solution facilities change requirements in order to keep impacts to a minimum.

[Redacted]

[Redacted]

Vehicle exit facilities changes, depending on the POE's existing facilities infrastructure, include

[Redacted]

Pedestrian exit lane facilities changes include

[Redacted]

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Increment 2B Vehicle and Pedestrian Exit Lane Configurations

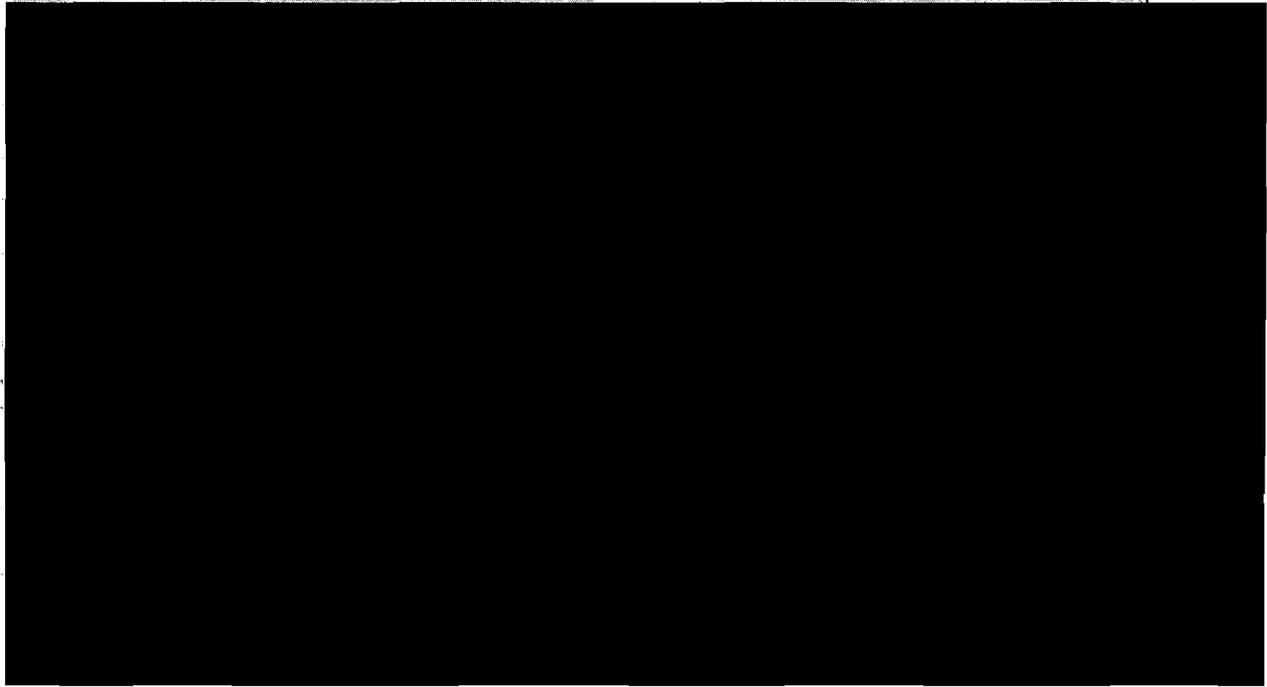


Figure 1-16. The Alliance works hand-in-hand with facilities contractors in implementing our solution that minimizes the impact to vehicle exit lanes



1.4 Plans for Performance

Our solution is performance-based from both a technical and programmatic perspective to drive the success of the US-VISIT Increment 2B project. The most critical performance measures for Increment 2B are based on the Government's critical issues: system performance, meeting the legislative mandates for entry/exit capture at the 51 most active land POEs, stakeholder acceptance, and privacy concerns. We discuss our Performance Measures in section 2.3.

Potential Issues. We directly address a number of issues related to implementing the Increment 2B system by limiting changes to the legacy systems, utilizing our extensive group of former border management senior executives, and

Figure 1-17 shows our resolution strategies for addressing Increment 2B issues. Most issues are due to

Our primary performance measures provide concrete evidence that can be used by DHS to evaluate the success of Increment 2B

USVS 064

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<i>Issues</i>	<i>Resolution Strategies</i>
[Redacted]	[Redacted]

USVS 065

Figure 1-17. We address the Increment 2B issues through our Jump Start program including our team's functional experts who are former INS and Customs executives



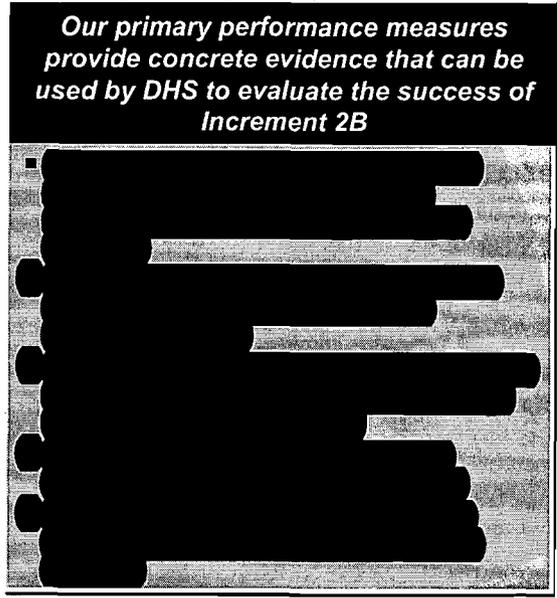


1.5 Scope, Requirements, Assumptions, and Constraints

In Increment 2B, the Alliance uses its border management subject matter expertise, extensive business process re-engineering skills, and robust systems engineering processes to manage task order scope, identify driving requirements, validate key assumptions, and comply with necessary US-VISIT business constraints.

Scope. Figure 1-18 shows the scope of each contributor to the Increment 2B solution, including the Smart Border Alliance, the US-VISIT program management office (PMO), the legacy system contractors, and CSC. The Alliance scope includes responsibility for end-to-end integration of the Increment 2B solution.

The US-VISIT PMO is responsible for facilities infrastructure upgrades, related to our proposed changes described in section 1.2.3 and 1.3. Legacy contractors are responsible for IBIS, IDENT, ADIS changes described in

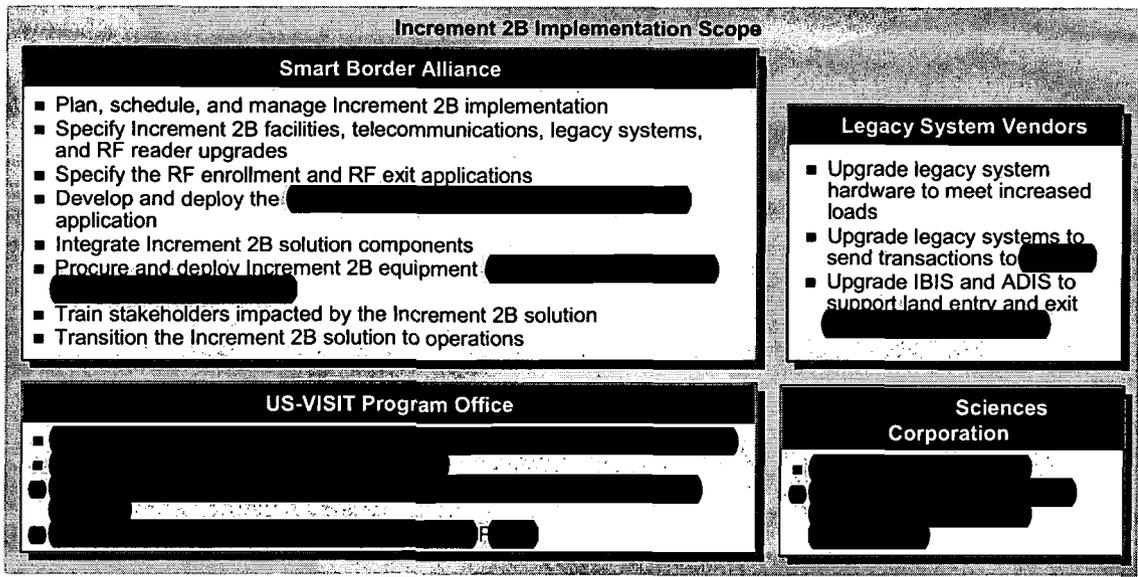


USVS 064

section 1.2.4. CSC's scope of work includes the development and deployment of the RFID Enrollment and Exit applications.

Requirements. Using our subject matter experts (SMEs) and our CMMI-compliant requirements definition processes, our requirements analysis incorporates the US-VISIT business needs, functional requirements, and constraints. It produces detailed, derived requirements,

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USVS 060

Figure 1-18. Our analysis of the US-VISIT scope, in conjunction with our SMEs, results in a comprehensive plan to fully transition to operations by November 19, 2004



allocated to each element of the end-to-end system solution. We describe our requirement processes further in section 2.1.3, which also presents preliminary results of our requirements analysis.

Assumptions. Our system engineering process identifies and validates assumptions early in the Increment 2B life cycle.

Figure 1-19 lists a subset of our key Increment 2B assumptions, the impacts if these assumptions prove invalid, and a

description of how our management and engineering plans mitigate these impacts. Our Increment 2B schedule includes tasks to validate our assumptions.

Constraints. We recognize and accept US-VISIT constraints on the Increment 2B solution stated in section J3.2.2 of the RFP, including limits on facility and traffic flow modifications, land acquisition, and staffing at the POEs.

Assumptions	Type	Impact	Plan
Contract start is June 1, 2004	Schedule	Delay in contract starts adds schedule risk	[Redacted]
The Government approves and funds the procurement of required materials per our IMS	Schedule	Delay in material procurement delays POE readiness	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]
Exit lanes at Increment 2B POEs are equipped with RFID readers under the Computer Sciences Corporation contract	Cost	Overruns in RFID reader costs limit implementation to fewer POEs	The RFID reader implementation costs to the Government are minimized by the detailed specifications and plans provided by the Alliance solution
The legacy systems integrated in the Increment 2B solution are upgraded to the required capacity per our IMS	Schedule Cost Performance	[Redacted]	[Redacted]
The legacy systems and the Increment 1 solution meet their current performance requirements	Performance	Unacceptable performance of legacy systems or Increment 1 prevents acceptable Increment 2B performance	[Redacted]

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Figure 1-19. The Alliance's all-inclusive approach toward systems engineering results in early validation of assumptions and mitigation of any impacts from external sources



1.6 Optional Solution Components

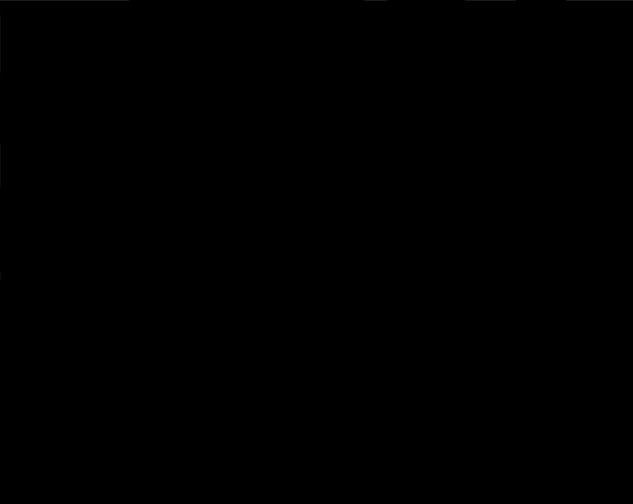
The Smart Border Alliance proposes two options, the Mission Operations Center (MOC), and Additional Land POE Implementations, to move DHS toward our US-VISIT End Vision more quickly and reduce the total cost for Increments 2B and 3.

1.6.1 MOC

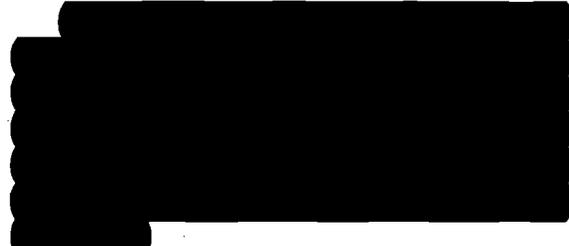
Like the Integrated Traveler Folder, the MOC is a cornerstone of our End Vision. We propose to begin addressing the US-VISIT analysis process with the implementation of the MOC in Increment 2B.2. This does not pose a schedule risk because it is not required to support the Release 2B.1 implementation on [REDACTED] [REDACTED] Figure 1-20 highlights the MOC capabilities and benefits they provide to DHS in Increment 2B.

MOC Approach. Our MOC solution focuses on DHS business objectives by providing an integrated analytical database which we use to develop risk assessment scores for groups and individual travelers, and a prioritized list of overstay travelers.

The MOC significantly enhances security with the introduction of [REDACTED] score. [REDACTED]



[REDACTED] when combined with an inspector's judgment, enables more informed and timely decisions.



[REDACTED] This becomes more

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[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

USVS 087

Figure 1-20. Our solution for a Mission Operations Center includes a number of benefits that increase security and help CBP and ICE managers manage their resources



important with the introduction of US-VISIT since its systems generate significant overstays data, with the potential to inundate ICE agents.

We have significant experience in implementing similar command center and data warehousing projects

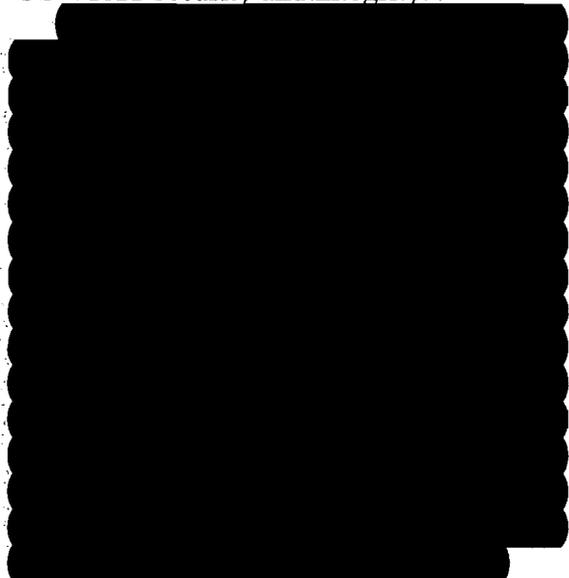
We use this experience and lessons learned in designing the MOC technical solution.

As highlighted in Figure 1-21, our technical solution integrates several

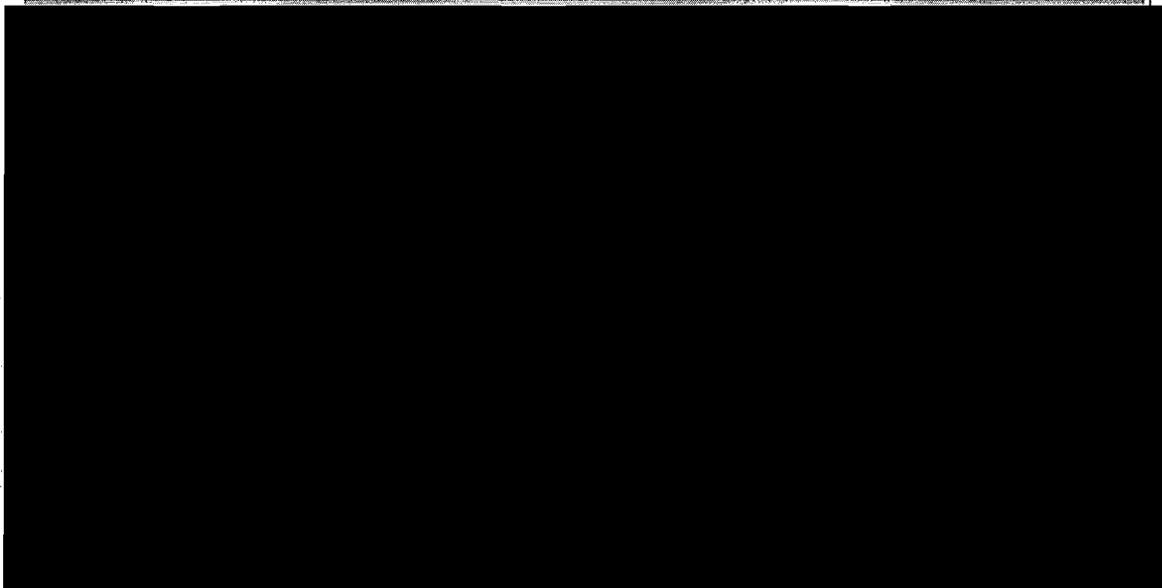


1.6.2 Additional Land POE Implementations

Our option to deploy the Increment 2B solution to the remaining 111 land POEs by immediately after deploying to the 51 highest volume POEs, reduces overall costs and helps support US-VISIT security and integrity.



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USVS 069

Figure 1-21. Introducing the Missions Operation Center in Increment 2B provides early support to a variety of stakeholders in increasing security



2.0 DETAILED TASK ORDER PROJECT PLAN

Our Alliance integrates program management with systems engineering and architecture and employs proven processes from other large, complex projects such as the Defense Logistics Agency Business Systems Modernization to provide US-VISIT with organized, integrated, and cost-effective task order management.

The foundation of our management process is a project plan that is logically organized and tightly integrated with our program plan. Figure 2-1 introduces the subtasks contained within the project plan.



Our Alliance best practices for program management lower risk, providing a cost-effective solution

■ We use our experience and knowledge from other large, complex programs, such as DLA, USPS and STARS, to manage the Increment 2B task

USVS 004



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2.1 Task Order Subtasks

Our Work Breakdown Structure (WBS) is product and results driven and tailored to the 14 subtasks. Each subtask is explicitly defined in the WBS. We use an Integrated Product Team (IPT) structure to effectively support and manage the subtasks and advance our solution towards the End Vision.

<i>Increment 2B Subtask</i>	<i>WBS Location</i>
Subtask 1: Program and Technical Management	1.1
Subtask 2: Business Process Reengineering and Continuous Improvement	1.2
Subtask 3: Systems Engineering and Integration	1.3
Subtask 4: Design	1.4
Subtask 5: Development	1.5
Subtask 6: Test	1.6
Subtask 7: Implementation	1.7
Subtask 8: Hardware, Software and Services	1.8
Subtask 9: Training	1.9
Subtask 10: Transition to Operations	1.10
Subtask 11: Systems and Infrastructure Operations and Support Services	1.11
Subtask 12: Facilities and Infrastructure	1.12
Subtask 13: Evaluation of System Performance	1.13
Subtask 14: Security and Privacy Implementation	1.14

USVS 117

Figure 2-1. Increment 2B Subtasks are explicitly defined in our WBS for effective project status tracking and reporting



2.1.1 Program and Technical Management (Subtask 1)

Our program level management plan establishes a sound foundation for executing our project plan and employs a project management approach that has been proven in other large, complex projects like [redacted] and USPS Delivery Operations Information System (DOIS) to provide effective project control and risk management.

Our dedication to the US-VISIT End Vision begins with the careful selection of our dedicated Increment 2B project manager, [redacted]. He brings to the Alliance [redacted] large project management experience including the delivery of 5 mission-critical programs to the Government in accelerated timeframes. [redacted] managed more than 100 primary, secondary, and tertiary subcontractors across multiple locations and has the background and experience to manage our experienced and capable teaming partners and subcontractors. [redacted] responsibilities include cost, schedule, technical, and quality control for the project. [redacted] is the central point of contact for both management and technical matters. [redacted] office is located within the Alliance Program Office at 1616 North Fort Myer Drive, Arlington, Virginia 22209, collocated with the US-VISIT Program Office for ease of accessibility.

We chose the right people with the right skills and experience regardless of company affiliation to staff the rest of the Increment 2B team.

Program Level Activities. Our integrated program and project level activities, demonstrated in Figure 2-2, allow us to execute to an established baseline with detailed metrics. Our approach has the flexibility to adjust and to keep us focused on our targeted results. It presents full visibility of the project status to the program office and is fully coordinated with program-level EVMS and the integrated schedule.

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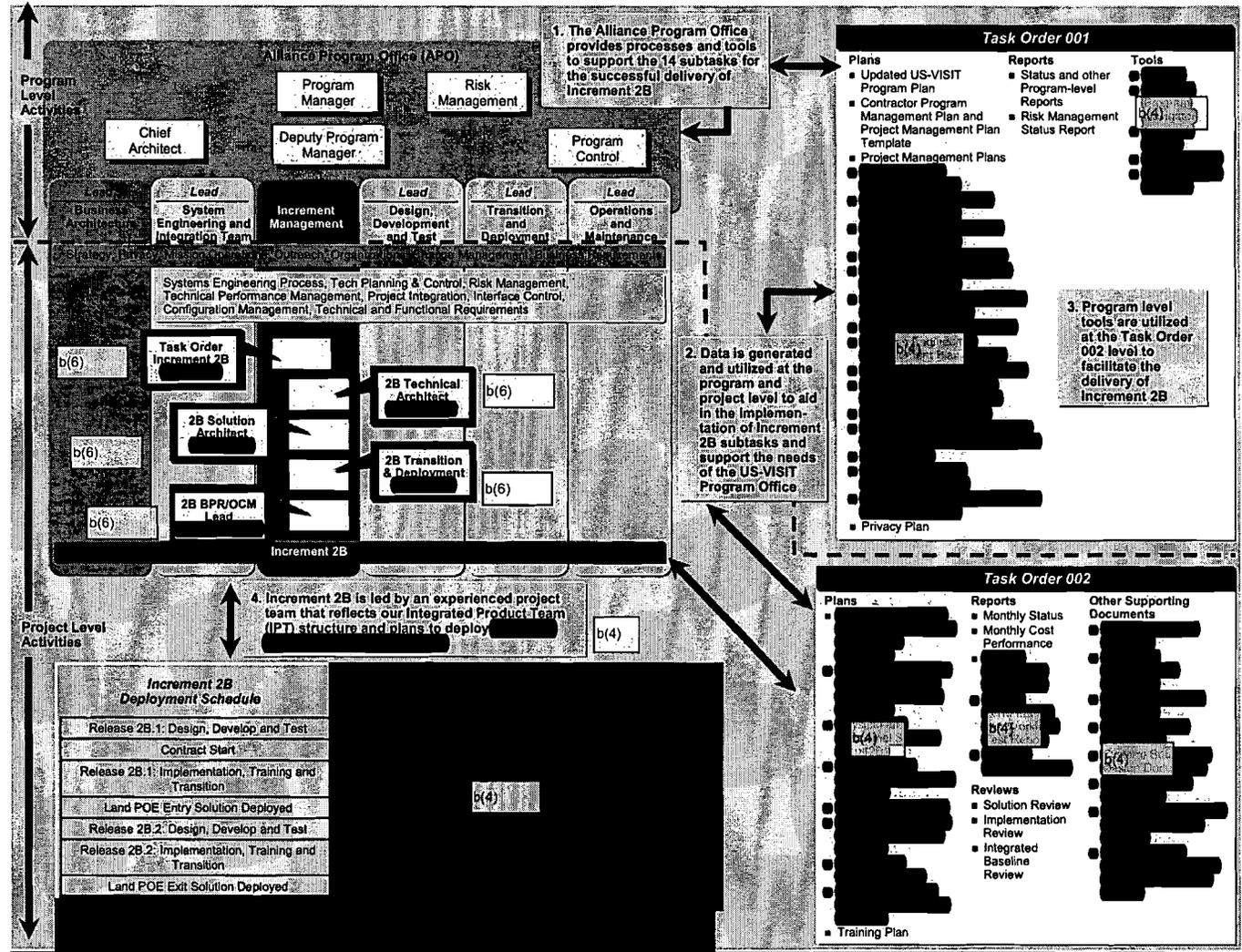


Figure 2-2. Increment 2B is an extension of the program level functionality utilizing systems, tools, data and an experienced project team to meet our objective of deploying the Land POE solution [redacted]



Our program level configuration management and program control services, defined in our WBS, provide the flexibility required to respond to changing direction, budgets, and requirements. Our program plan and schedule provide a phased, lower risk transition and include a system integration plan that integrates and enhances legacy systems to deliver our solution elements.

Project Level Activities - Task Order 002. Our project level activities revolve around our Increment 2B IPT structure. Our project management team's goal of delivering the Land POE [redacted] demonstrates our ability to comply with the legislative mandate. Our project plan allows us to move towards our End Vision and effectively executes the Task Order 002 Entry and Exit Solution.

Project level activities are managed by an experienced project team that generates detailed Increment 2B specific plans and schedules. The team delivers regular status and progress reports to the US-VISIT Program Office which enables us to report progress and promptly identify key issues for resolution without jeopardizing the delivery schedule. These items keep the Government informed, provide direction, and resolve program-level issues to enable the project's success. [redacted] to aid in delivering a project plan, schedule, cost performance reports, and detailed variance analysis.

[redacted]

[redacted] We create a monthly status report to keep our IPT and US-VISIT Program Office informed.

Our Land POE solution elements for Task Order 002 are deployed [redacted]

[redacted]

Our technical requirements and design are developed in partnership with and approved by DHS.

Project WBS – Task Order 002. Our project product-based WBS is directly aligned with our program WBS. We use [redacted] to build our WBS and base it on the five solution elements defined in Figure 2-3. We then use the WBS to develop, in parallel, a schedule for our solution elements. Our WBS includes tasks completed or started pre-contract start in order for the Alliance to achieve superior business performance.

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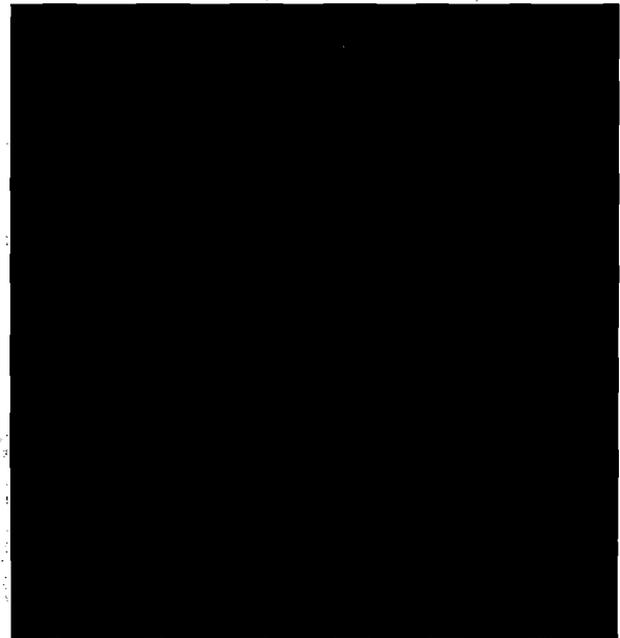


Figure 2-3. Our product-based WBS is integrated with our Program WBS as one of the fundamental building blocks to monitor cost and schedule for Increment 2B



[REDACTED]

[REDACTED]

Early Government validation and commitment helps reduce Task Order 002 schedule risk by laying the foundation for close coordination between DHS and the Alliance on critical path activities.

[REDACTED]

The Integrated Baselines Review (IBR) satisfies the requirements expressed by the Government in section J.3.3.1 of the RFP, establishing the task order's Performance Measurement Baseline, and demonstrating that our Increment 2B schedules, plans, budgets, reporting mechanisms, metrics, and EVMS are integrated and ready.

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[REDACTED]

[REDACTED]

Figure 2-4. [REDACTED]



Integrated Baseline Review – Task Order 002. Our IBR establishes the baseline that we execute towards and track against. Our goal is to come to an agreement with DHS at the IBR in regards to scope, content, facilities, and performance specifications, and to establish reporting metrics.

We deliver an IBR briefing package that includes a task order work plan, WBS and a task order schedule. Our task order schedule includes the identification of internal and external dependencies and critical path/high-risk work packages as required by DHS.

We plan the IBR to inform and familiarize the US-VISIT Program Office with the task order performance measurement baseline. IBR objectives are met through detailed explanations of

metrics, earned value management and performance risk. We present details on status and progress reports and define their frequency and data source. In addition we also conduct a solution design review and an implementation review.

We work closely with DHS to confirm the integrity of the performance management baseline by reviewing a detailed schedule outlining the production of deliverable products and milestone reviews. Schedules are tracked and managed with the aid

The metrics used to monitor our performance are presented in our performance measures plan. The plan details our methods to deliver the solution elements on schedule while meeting the technical requirements. The tool also aids in monitoring the metrics and in making any schedule revisions necessary.

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Task Order 002 IBR requirements	Compliance Method
1. Confirm the integrity of the performance management baseline	<ul style="list-style-type: none"> Brief DHS on our Increment 2B technical baseline in regards to: <ul style="list-style-type: none"> Proposed Solution Development/Deployment/Test Schedule WBS/Budget Measuring/Managing Progress with KPIs.
2. Review metrics for Contractor performance in Increment 2B to help confirm that the work remains on schedule	<ul style="list-style-type: none"> An integrated and collaborative toolset, is used for EVM to compare results to Performance Measurement Baseline by collecting contractor metrics to help meet agreed KPIs. Metrics include
3. Show how the Contractor intends to report status/progress against the established PMB through task completion	<ul style="list-style-type: none"> Status and progress reported through a metrics driven portfolio of reports that include Status Reports, Progress Schedules, Cost Estimates, Budget Projections, Task Plans, Ad Hoc Reports and EVMS
4. Show how the Contractor implements Earned Value Management	<ul style="list-style-type: none"> Brief DHS on our EVMS demonstrating screens and report outputs
5. Identify areas of risk (cost, schedule, technical performance)	<ul style="list-style-type: none"> Brief DHS on our Increment 2B and program risk mitigation activities and strategy conducted to-date

USVS 038

Figure 2-5. We meet DHS's IBR requirements and review schedule to facilitate Increment 2B Implementation



2.1.2 Business Process Reengineering/ Continuous Improvement (Subtask 2)

Our BPR approach focuses on improving the effectiveness and efficiency of border operations to reduce the impact on legitimate travelers and to help identify higher risk travelers.

[Redacted]

We evaluate processes to look for innovative ways to accomplish tasks differently and look at ways other clients have solved similar process bottlenecks. We identify required policy and regulation changes that may be impacted by the Increment 2B solution.

Increment 2B focuses on the Entry and Exit processes for the 51 land POEs resulting in minimal process and regulation changes. Figure 2-6 lists current policies and procedures that may be affected by our solution. We identified these based on the set of policies and procedures modified for the Increment 1 land modifications. New procedures effecting inspection, enforcement and analysis may also need to be implemented.

Our BPR methodology, which goes beyond systems integration and focuses on business transformation, is integral to the successful deployment of Increment 2B

- Our proven BPR methodology has been applied at more than 1,000 successful implementations
- Our BPR process and continuous improvement methods identify necessary process changes to support the new environment
- BPR, systems development, and integration are blended to meet Increment 2B requirements with lower transition risk
- Our BPR approach allows us to plan for policies, regulations, processes, and procedures that are impacted by Increment 2B implementation

USVS 016

[Redacted]

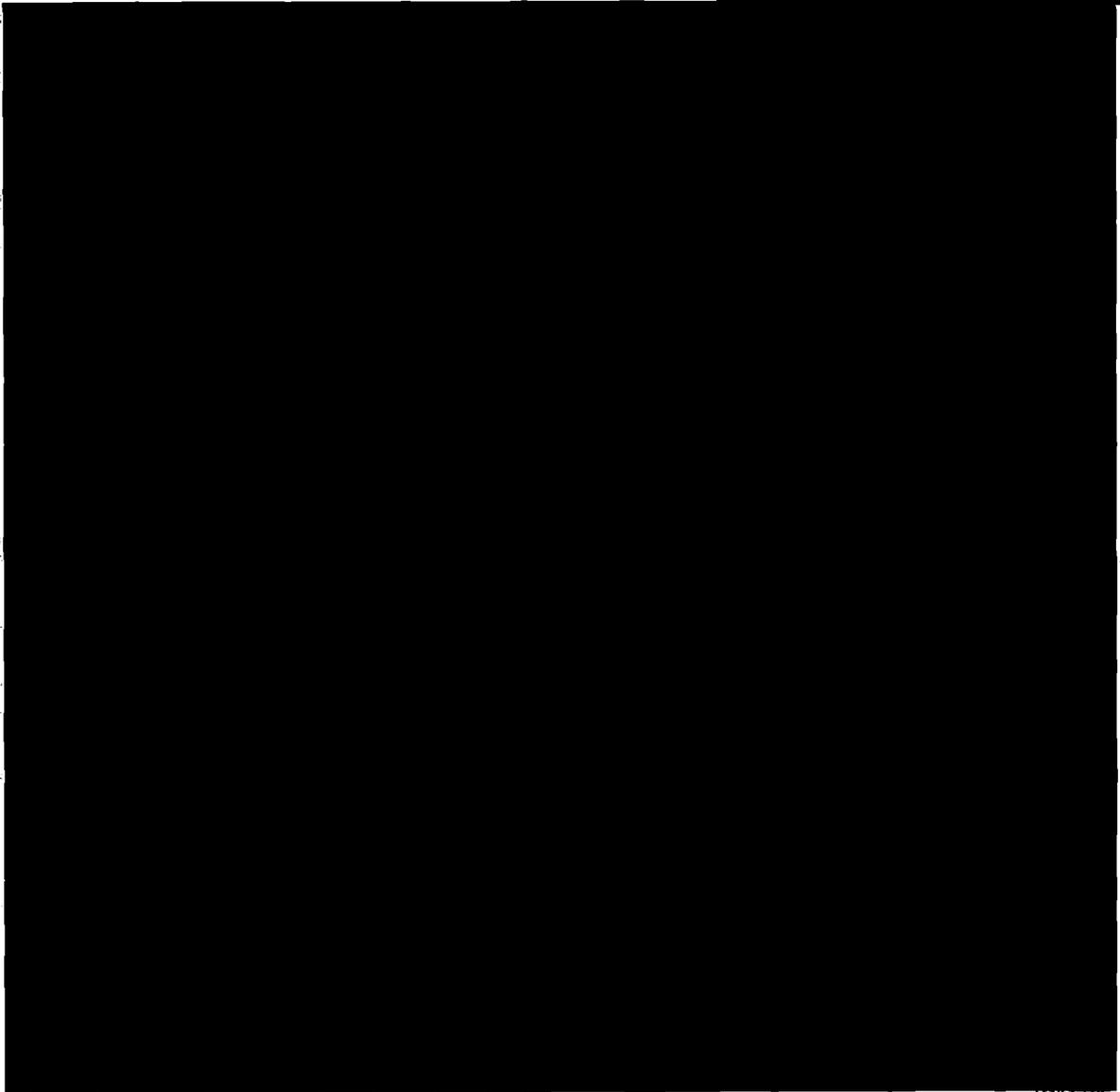
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Regulations Impacted by the Increment 2B Subtask	Why Impacted
Code of Federal Regulations Part 212 Parole Authority	■ Foreign nationals paroled in the U.S. are excluded from RFID US-VISIT registration
Code of Federal Regulations Part 214 Non-immigrant Classes	■ Foreign nationals requesting an extension of stay who are not RFID enrolled will have to do so at an official US-VISIT facility
Code of Federal Regulations Part 215 Control of Foreign nationals departing from the United States	■ Foreign nationals that fail to comply with departure requirements may be found in violation of their immigration status
Code of Federal Regulations Part 235 Inspection of persons applying for admission	■ Foreign nationals entering at land shall provide fingerprints, photographs or other specified biometric identifiers during the inspection process

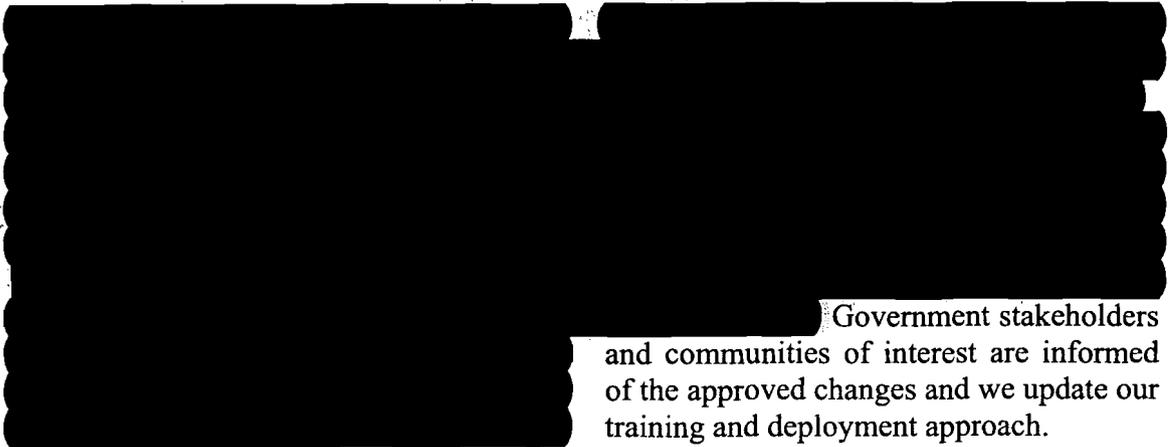
USVS 127

Figure 2-6. The Increment 2B BPR process includes identification of changes to the Code of Federal Regulations



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Figure 2-7. Our BPR approach, applied to the Entry and Exit process, brings together technology, people, and processes designed to achieve performance improvements



Government stakeholders and communities of interest are informed of the approved changes and we update our training and deployment approach.



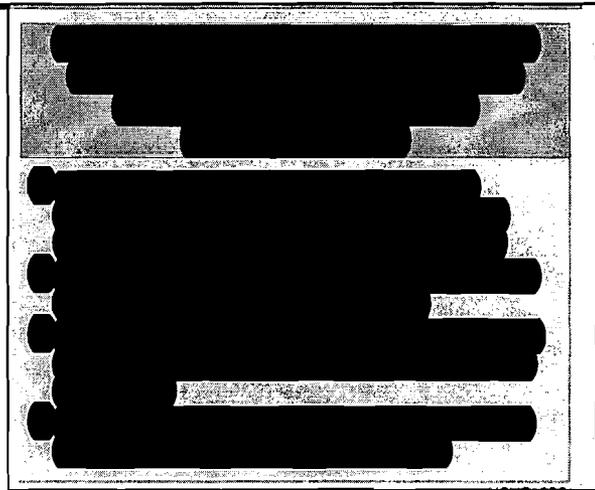
2.1.3 Systems Engineering and Integration (Subtask 3)

We engineer and integrate technology in the context of the overall environment to minimize implementation risk.

Our delivery methods, tools, templates, techniques, and architectures in every phase of the systems development lifecycle facilitate systems engineering, as described in Figure 2-8. Our Increment 2B systems engineers use these tools and proven practices for the integration of the system platforms and components of Increment 2B.

Integration with the program level architecture and engineering team is essential to tailor our system engineering services for Increment 2B. Our tailoring process includes providing oversight and compliance to the SEMP and related plans for TO 002, including requirements analysis, development, and testing.

Additionally, integration activities require a comprehensive understanding of the enterprise to drive transaction flow analysis, interface designs, systems analysis, and performance measurement



USVS 033

techniques. This requires an understanding of the engineering complexities while addressing business process improvements to deliver useable and stable technology solutions. These activities are conducted in accordance with the overall program level SEMP methodologies, principles and enterprise architecture objectives. Our systems engineering team designs the Increment 2B solution with our End Vision in mind.



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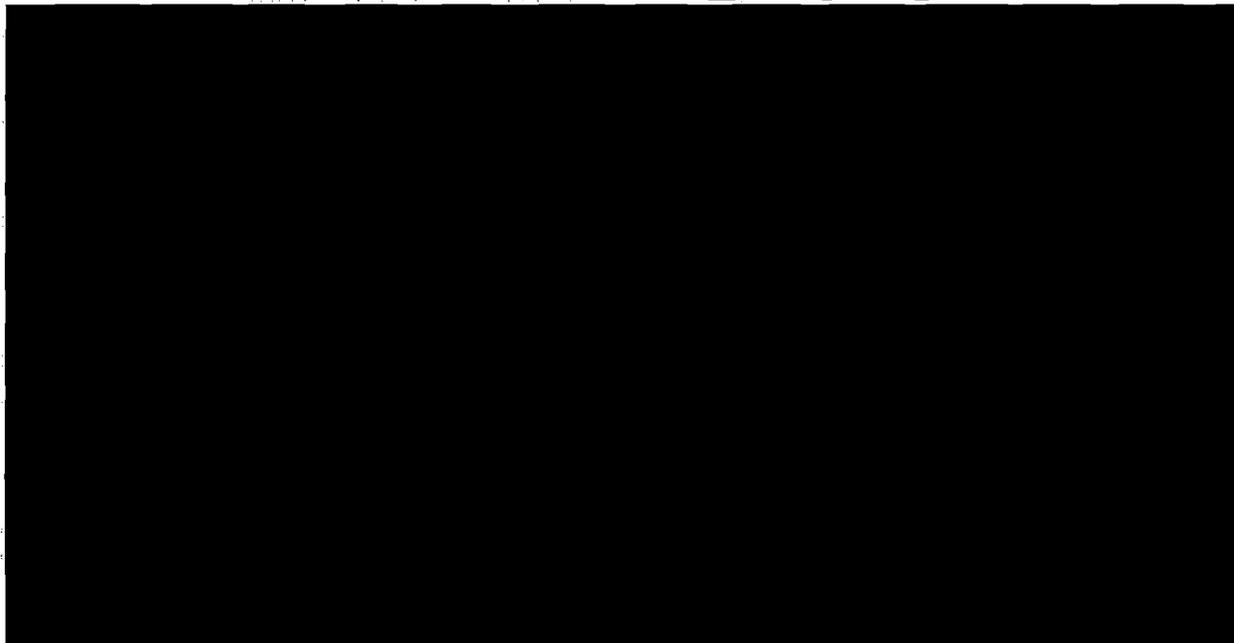
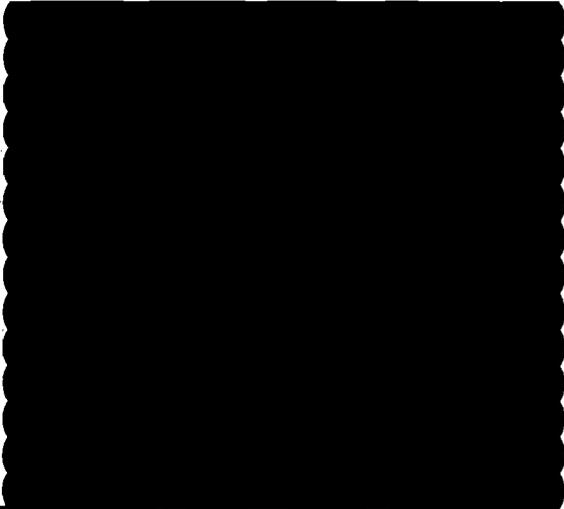


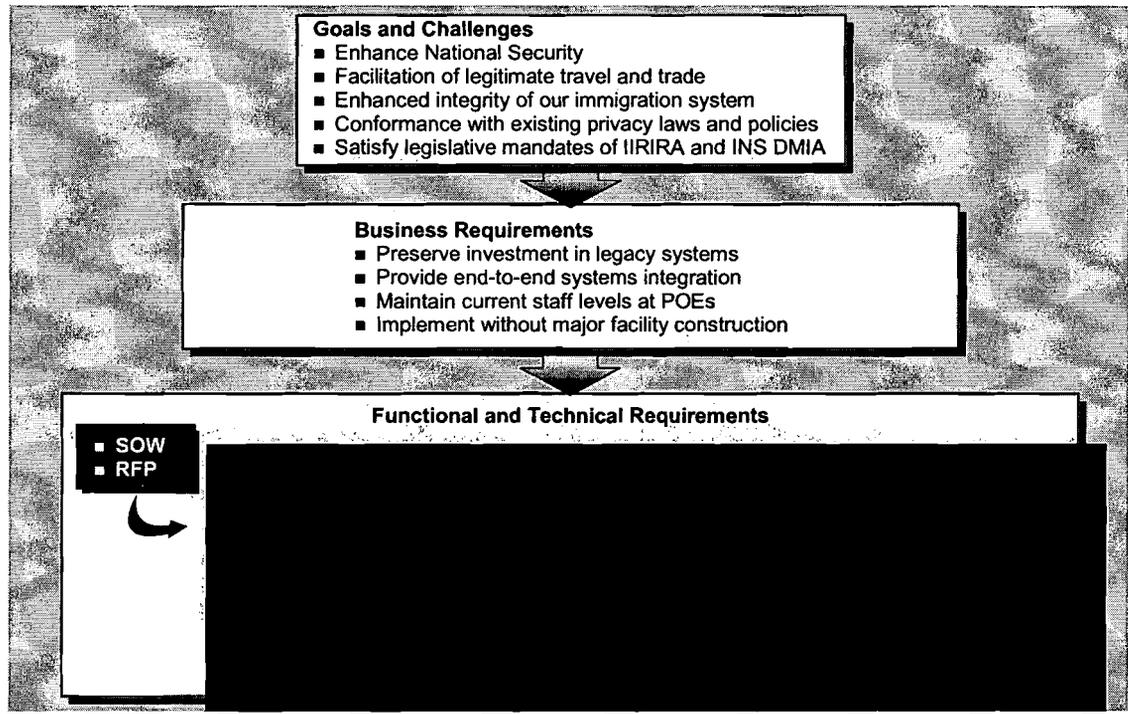
Figure 2-8. Our proven practices are imbedded into our tools, methods, templates and architectures to lower implementation risk



Increment 2B requirements definition process, depicted in Figure 2-9, starts with the US-VISIT business needs and challenges. Through the understanding provided by our Alliance team members who are former Government executives, we capture the needs of inspectors, POE directors, and US-VISIT personnel. Our solution focuses on Government stakeholder acceptance through the direct involvement of representatives from each end user group, beginning with the requirements definition process and continuing through the entire implementation lifecycle.



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USVS 061

Figure 2-9. Our requirements definition process turns goals and challenges into the allocated, detailed requirements specification to implement the Increment 2B solution



<i>Top Level Derived Requirements</i>	<i>Req. Type</i>	<i>System Component</i>	<i>Rel 2B.1</i>	<i>Rel 2B.2</i>

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Figure 2-10. Our process for requirements definition produces top level derived requirements for the system components, allowing quick allocation of the responsibilities – Sheet 1 of 2



<i>Top Level Derived Requirements</i>	<i>Req. Type</i>	<i>System Component</i>	<i>Rel 2B.1</i>	<i>Rel 2B.2</i>

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Figure 2-10. Our process for requirements definition produces top level derived requirements for the system components, allowing quick allocation of the responsibilities – Sheet 2 of 2



2.1.4 Design (Subtask 4)

Our established design methodology combined with our knowledge of POE systems and requirements and our aggressive schedule enables us to define a preliminary design by the contract start date.

Figure 2-11 shows the new, modified, and existing components of our Increment 2B solution along with their interfaces. We conduct project reviews and deliver documentation in accordance with our best practices and our SDLC. The Alliance's Increment 2B Lead and the Increment 2B Project Management Team are responsible for implementing plans, processes, procedures, and reporting mechanisms at the program level for Task Order 002.

Our design methodology contains pre-built templates, frameworks, guidelines, and methods based on industry best practices to accelerate the design process. Our methodology, constantly updated from lessons learned and best practices from our completed projects, reduces design and development costs for Increment 2B.

Our industry best practices based design approach puts in place building blocks for tomorrow

- Component-based architecture which maximizes reuse and allows for easier integration and deployment
- Patterns-based technology architecture for performance and scalability
- Conformance to HLS Enterprise Architecture to maximize DHS investments by integrating with existing DHS technology components
- Software layering that reduces the complexity of interfaces among the various components to lower development and maintenance costs

USVS 021

Integrated Traveler Folder (ITF) and US-VISIT Portal. Two of the new components of our solution include the ITF and US-VISIT Portal. We use a components-based architecture for the custom software. It provides flexibility and scalability to accommodate changes to the requirements after design reviews with the key DHS stakeholders and the ability to deliver on time and on budget.

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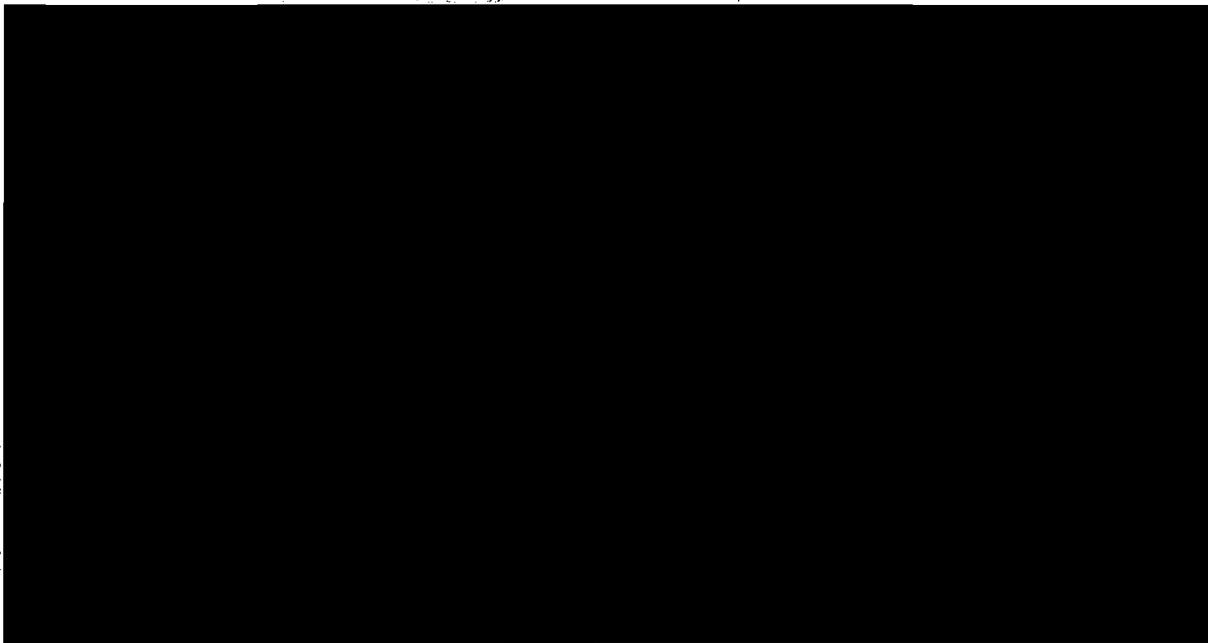


Figure 2-11. Our proven and collaborative design methodology takes into account the needs of new, modified, and existing applications to provide DHS with a well-integrated Increment 2B solution



Figure 2-12 describes various design activities performed by the Alliance, CSC, and legacy contractors for the Increment 2B solution. Figure 2-13 describes the activities that we perform to capture DHS requirements in designing our solution.

Interface with Legacy Systems. Our solution requires new ITF interfaces with IDENT and ADIS.

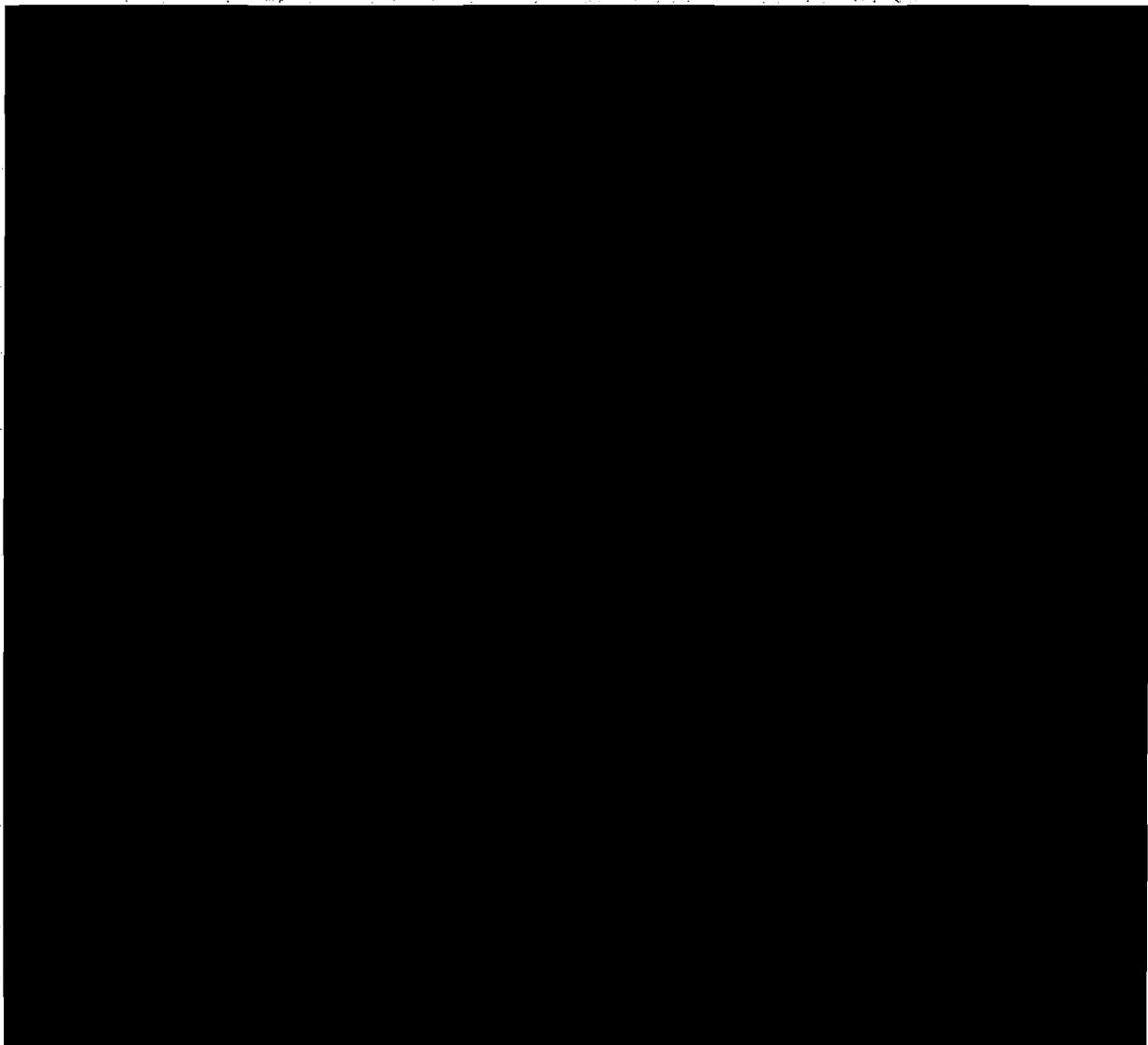
[Redacted]

Extending Increment 1 System to Land POE's. Our solution uses existing Government investments in Increment 1 and deploys this capability to the land POEs.

[Redacted]

[Redacted]

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USVS 131

Figure 2-12. We use our proven and comprehensive design methodology for Increment 2B Solution to create SDLC deliverables that meet the DHS approved requirements



Design Phase Requirements	Our Compliance Method
Conduct requirements analysis	<ul style="list-style-type: none"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Assess usability of the system by end users	<ul style="list-style-type: none"> <input type="checkbox"/> <input type="checkbox"/>
[Redacted]	<ul style="list-style-type: none"> <input type="checkbox"/> <input type="checkbox"/>
Develop and deliver Detailed Design Document	<ul style="list-style-type: none"> <input type="checkbox"/> <input type="checkbox"/>
Develop and deliver System/Subsystem Design Document containing the following: a. Inputs of the system b. Design decisions on system behavior c. Database design d. Design decisions on system quality factors e. Top-down architectural design	<ul style="list-style-type: none"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
[Redacted]	<ul style="list-style-type: none"> <input type="checkbox"/> <input type="checkbox"/>
Develop a Communications Outreach Plan	<ul style="list-style-type: none"> <input type="checkbox"/> Develop Increment 2B Communications/Outreach Plan pre-contract start in subtask 10 with OCM Plan

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Figure 2-13. [Redacted]

[Redacted] We identify high-level milestones and deliverables [Redacted]



Conformance with DHS Enterprise Architecture. We use HPTi's experience in developing the HLS Enterprise Architecture to conform to DHS's components-based architecture and patterns-based solution to maximize reuse of DHS's existing investments.

[Redacted] to facilitate reuse and DHS's existing investments.

[Redacted] Our approach reduces complexity of interfaces between the components to allow plug-and-play and reduces development and maintenance costs.

[Redacted]

RFID Enrollment/Exit Applications Design. We use CSC, [Redacted]

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Figure 2-14. Our [Redacted] approach is consistent with DHS Technical Reference Model and reduces the complexities of interfaces among the various components to lower development and maintenance costs



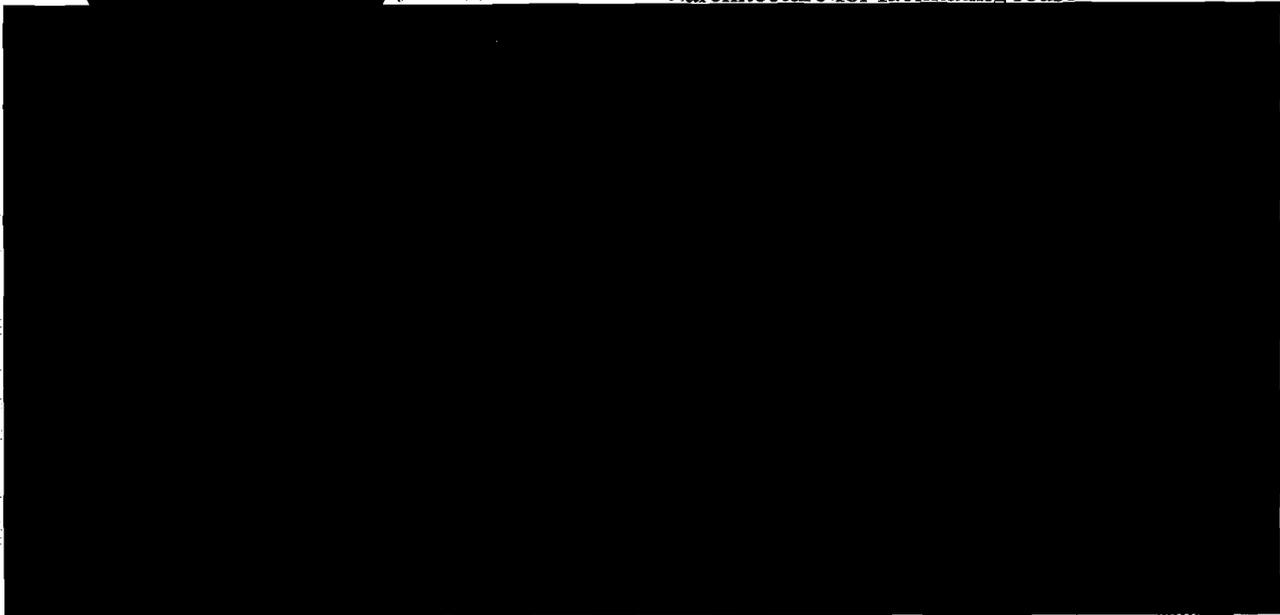
2.1.5 Development (Subtask 5)

Our automated development tools, pre-defined coding standards, development capabilities in specialized technology areas, and a technical staff of [redacted] already working in the design phase, allow us to deliver a high quality Increment 2B solution quickly and cost effectively.

[redacted]

Delivery Centers. The Alliance team members have many technology delivery centers that specialize in specific technology areas. They provide repeatable and standard processes for our development use.

[redacted]



We use our tools, frameworks, standards, and skilled resources for faster development

[redacted]

- Several thousand skilled resources from our Alliance Team members for staffing development phase

USVS 020

J2EE Development. We use our pre-built, pre-tested innovative General Reusable Net-centric Delivery Solution (GRNDS) frame-work for J2EE development to lower development costs and to improve quality of Increment 2B. Benefits to US-VISIT include:

- Modularity: Large selection of pre-built components for specific needs
- Interoperability: Open standards for easier integration with new and existing components
- Reusability: Flexible software architecture for facilitating reuse

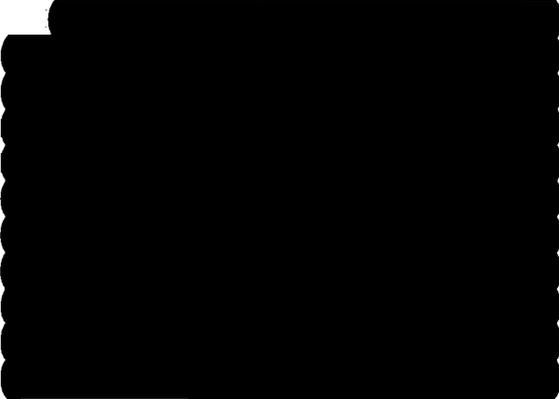
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Figure 2-15. Our standards-based development methodology conforms to industry best practices to provide US-VISIT a modular, infrastructure lite solution and to increase speed of development



- **Faster Development:** Core functions pre-built for rapid development
- **Efficiency:** Pre-built functions such as production environment support and application support
- **Predictability:** Minimizes schedule variance and cost variation

Figure 2-16 shows various assets provided by this architecture in the life-cycle phases of design, development, test and operations.

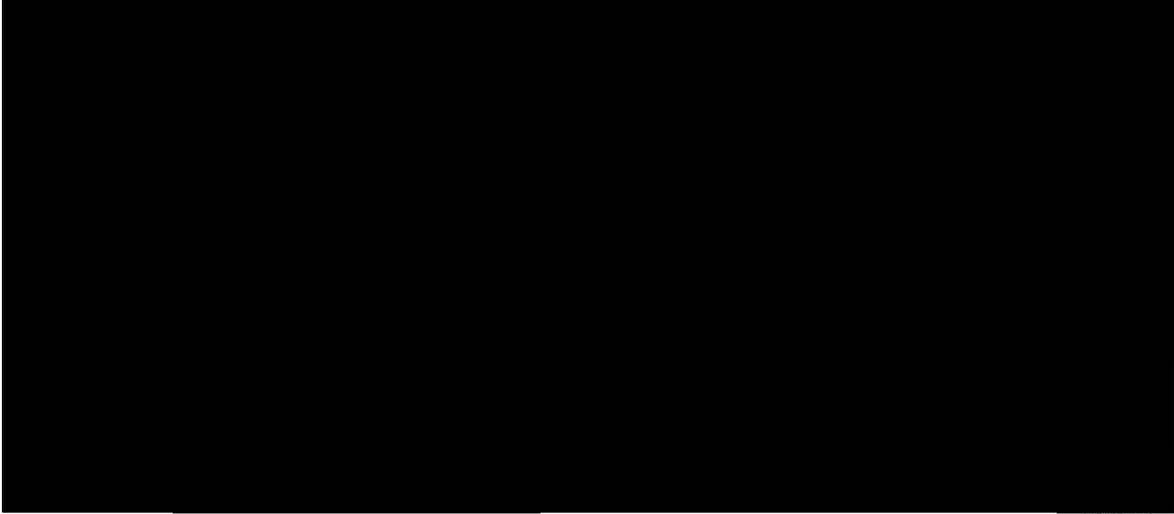


Manage Legacy Systems Changes and New Interface Development. We closely manage changes to ADIS, IDENT, and IBIS systems and development of RFID applications by participating in various code reviews and reviewing unit testing results to improve quality of the Increment 2B solution. We communicate weekly with DHS, CSC, and other legacy subcontractors to identify, track, and resolve issues to lower schedule risk.

Continuous Improvement. We collect a pre-defined list of metrics for Increment 2B through the design, development, and test phases that includes the number of defects found in the specific life cycle phases through peer reviews and testing. The Alliance Program Office tracks these metrics and takes corrective actions if the individual components of the metrics exceed predetermined thresholds.

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Accelerated Development Platform



USVS 110

Figure 2-16. Our reusable delivery methods, tools, and architectures help provide our solution on time and with lower development costs



2.1.6 Test (Subtask 6)

Our proven and business-focused [redacted] test approach, combined with testing experience on TSA, USPS, and [redacted] enables us to deploy a high quality Increment 2B solution on time and on budget.

Testing Approach and Staffing. We use a [redacted] testing approach, as described in Figure 2-17, to execute our testing. [redacted]

We augment our staffing with highly skilled testing professionals from our [redacted]

Our testing tools and methods enable a successful Increment 2B Implementation

- Major tool vendors provide state of the art testing solutions and training.
- Automated testing tools from Mercury Interactive used to performance test Increment 2B solution
- Testing best practices and skilled resources from our Alliance Team Members enhance the quality of the testing

USVS 040

Alliance team members Raytheon and Titan. Our partnership with Mercury Interactive provides us with access to the latest, state-of-the-art testing products, skilled resources, and preferred technical assistance.

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Joint System Acceptance Testing Requirements	Our Compliance Method
1. Prepare and coordinate a System Acceptance Testing (SAT) Plan and Execution Document	<ul style="list-style-type: none"> Use plans and processes described in the Systems Engineering Management Plan (SEMP) to prepare a joint SAT Plan and an Execution Document for Increment 2B pre-contract start Deliver SAT Plan and Execution Document to DHS, CSC, and legacy contractors post-contract start for input and approval Coordinate SAT with DHS, CSC, and legacy contractors for joint execution Conduct usability testing with the key US-VISIT and POE stakeholders
2. Conduct SAT with US-VISIT Program Office participation and observation	<ul style="list-style-type: none"> Conduct SAT with US-VISIT participation and observation Use [redacted]
3. Resolve test problems and repeat test procedures until Increment 2B requirements are demonstrated to be met	<ul style="list-style-type: none"> Capture test problems using tools and processes defined by the Alliance Program Office: prioritize, assign, and resolve issues Upon resolution, deliver the change to the SAT environment using Configuration Management processes, and re-test with the key US-VISIT stakeholders to verify the fix
4. Prepare a SAT Report	<ul style="list-style-type: none"> Upon completion of the test, prepare a SAT Report with the results Present SAT Report to the key stakeholders for approval

USVS 003

Figure 2-17. Our [redacted] approach for joint system acceptance testing provides US-VISIT with a higher quality Increment 2B solution



Interoperability Testing. As illustrated in Figure 2-18, we bring together our Increment 2B solution and the impacted legacy systems in a single test environment to verify that these components are functioning together as designed. We use actual interfaces with the legacy systems and simulated interfaces only if actual interfaces are not available prior to interoperability test.

Usability Testing. Representative POE end users execute Usability Test scripts in our Usability and Browser Lab at our Government Center in Reston, VA to assess the usability of our US-VISIT Portal. Their participation in testing increases their acceptance of the system and lowers deployment risk. This lab also provides the ability to test the Portal with

various types and versions of browsers (e.g. Internet Explorer, Netscape) on different hardware platforms (e.g. Dell, Sun, IBM) and operating systems (e.g. Windows, UNIX) to validate compliance with Section 508 standards.

Joint SAT:

We bring together the components of our Increment 2B solution including, Increment 1 system for land POE's, and RFID Entry/Exit system to conduct SAT with the participation and observation of DHS. We also involve impacted legacy system contractors in SAT to identify and resolve issues quickly.

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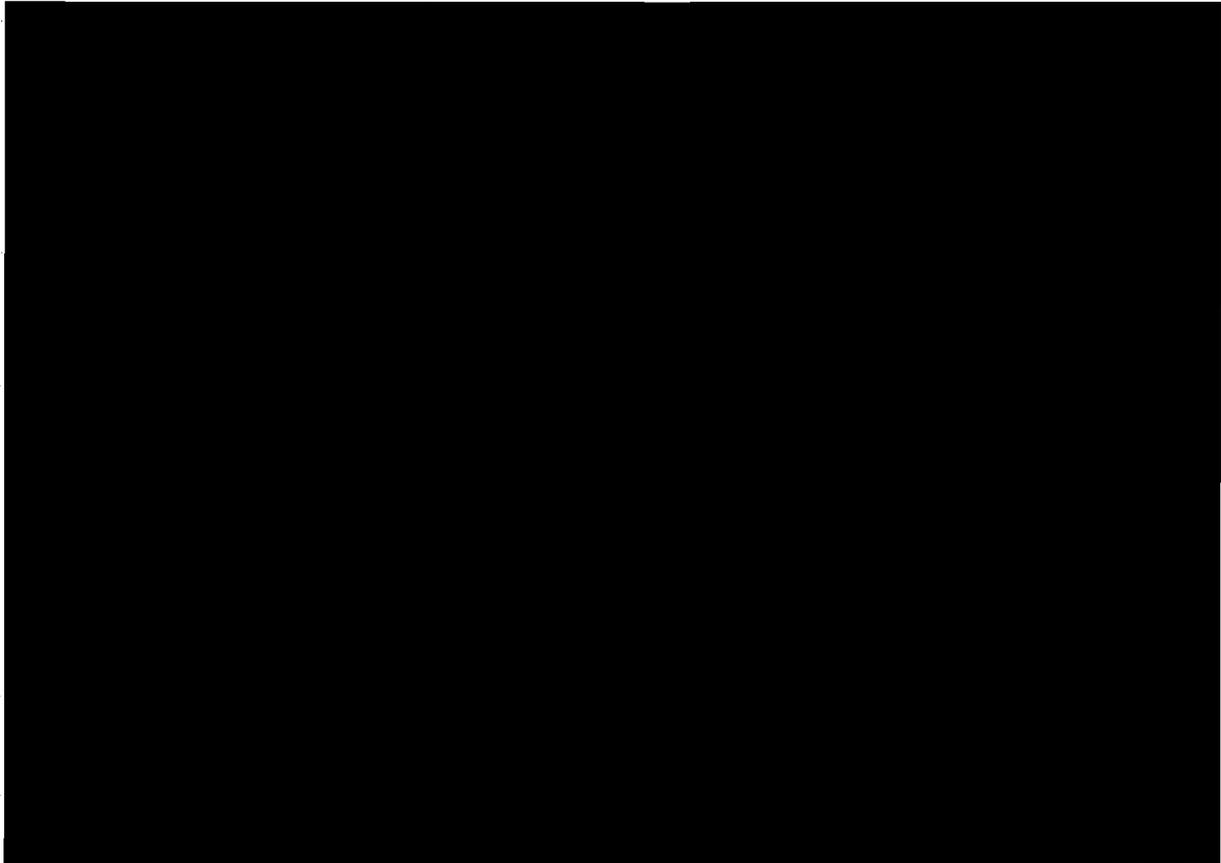


Figure 2-18. Our driven testing approach brings together the different solution components of our solution for Increment 2B for a joint systems acceptance testing with DHS to provide a high quality solution



2.1.7 Implementation (Subtask 7)

We base the Increment 2B implementation on our proven processes that exceed US-VISIT implementation requirements as stated in the RFP by delivering Increment 2B.1 to 51 POEs and two data centers by

[Redacted]

Deployment Approach. The deployment methodology applied to US-VISIT has been evolving for more than 15 years. Our current process is [Redacted] described in Volume 4: Past Performance. The process has recently been refined for [Redacted]

[Redacted]

Our holistic approach to implementation incorporates BPR, OCM, communications, training, and transition activities discussed in paragraph 2.1.10. The successful USPS Delivery Operations Information Systems (DOIS) program, also described in the past performance volume, provides a model for the larger implementation strategy including time line contingency planning, mission focused deployment, outreach communications and business performance management. These concepts are expanded in the US-VISIT Transition Management Plan, included in Volume 4, Part B: Task Order 001-Draft Plans. Figure 2-19 shows the correlation between our process and the US-VISIT requirements. Figure 2-20 shows the time phasing of these implementation activities.

Staffing Approach. Implementation is handled on [Redacted] basis as demonstrated in Figure 2-21. We selected the right people with the right skills for each position regardless of company affiliation. [Redacted] is the overall lead for transition and deployment. [Redacted] works with the Increment 2B Transition and Deployment Lead and the single point of contact, [Redacted] to

We have demonstrated the capability to deploy Increment 2B on time, and on budget through our past performance



USVS 001

successfully implement Increment 2B.

[Redacted]

Seventy percent of the 51 highest volume POEs are located along the southern border and the largest concentration of northern POEs is between Detroit and Maine.

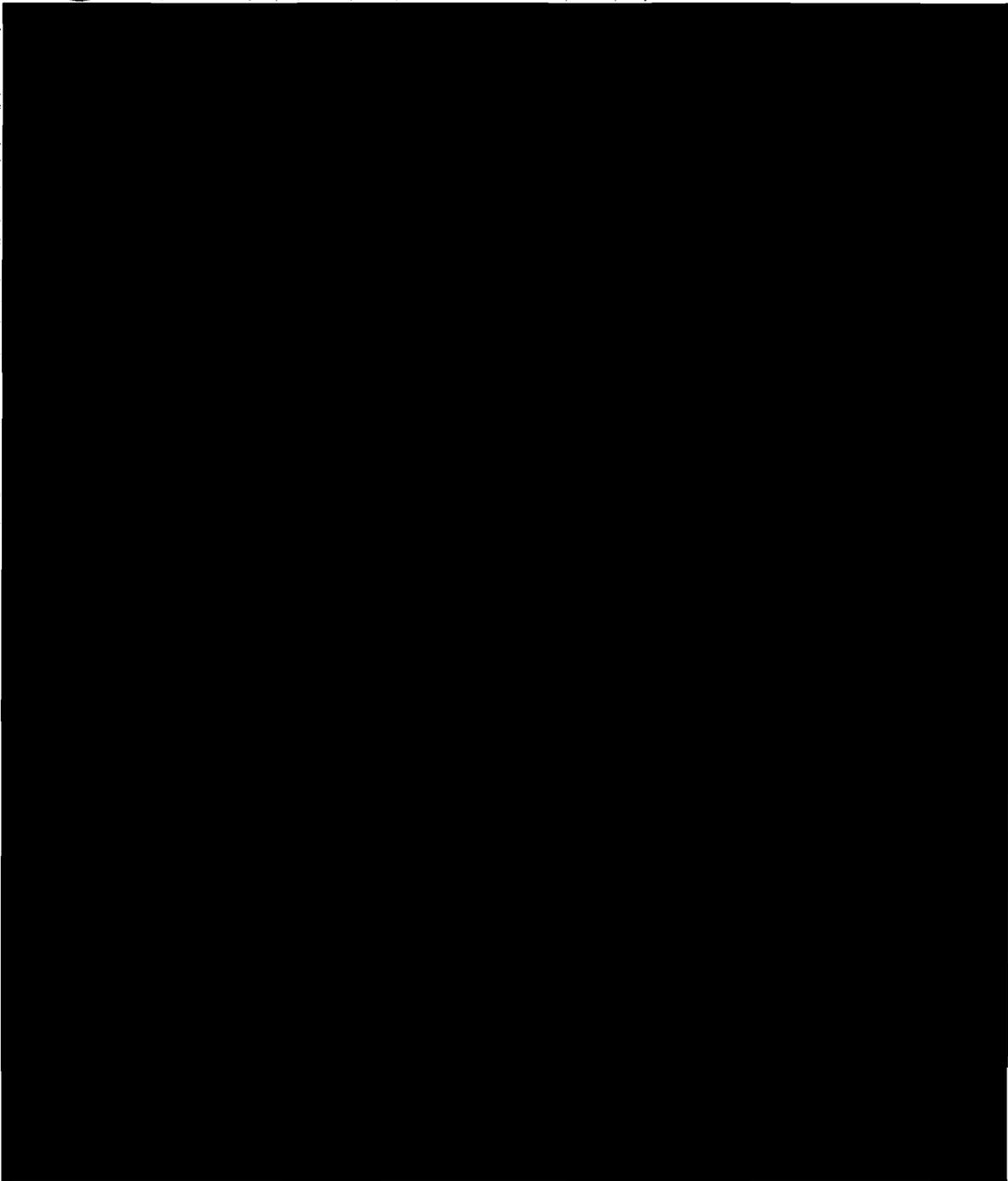
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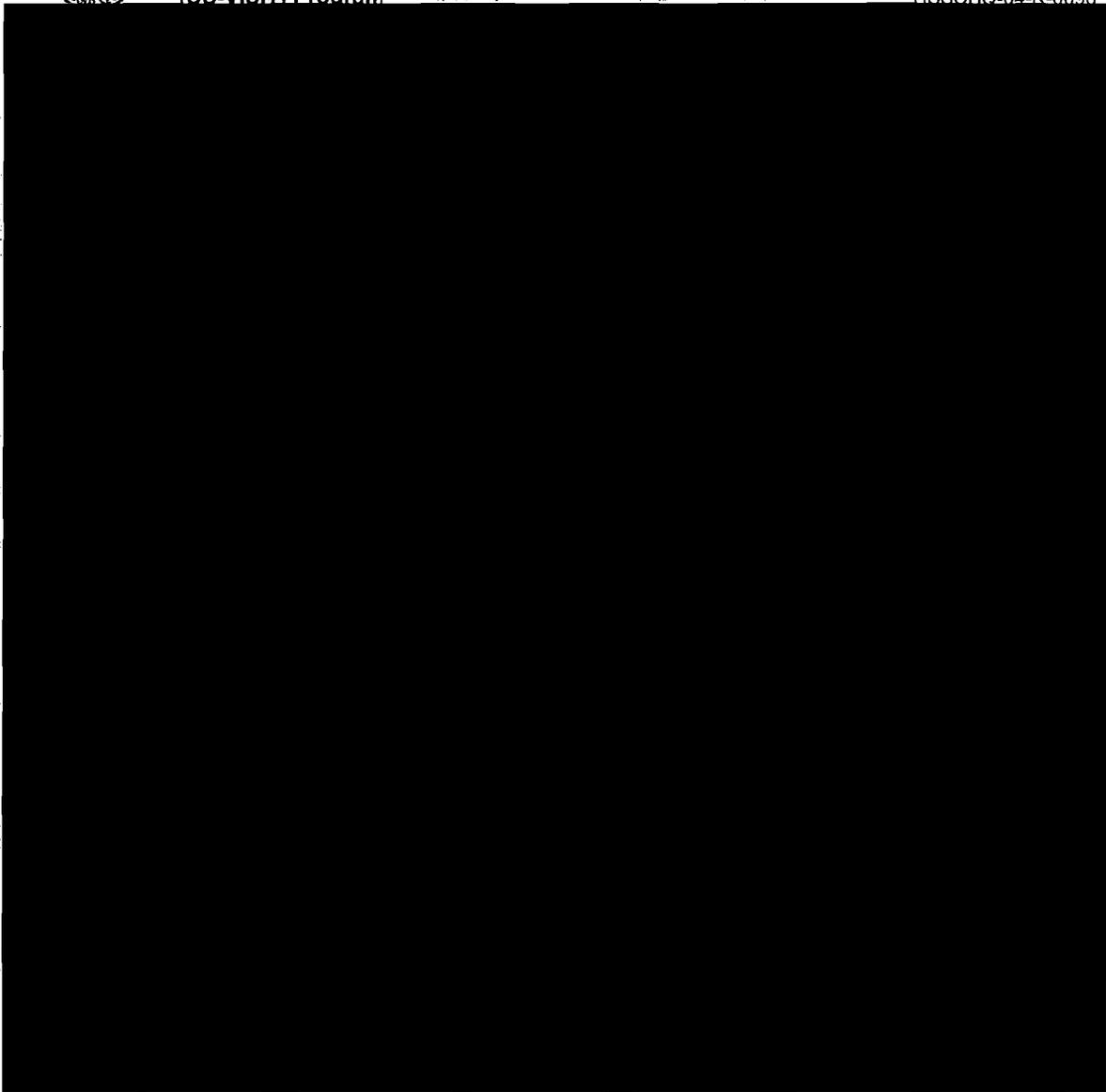


USVS 015

Figure 2-19. We deliver an aggressive implementation based on our deployment experiences with large, complex projects to complete Increment 2B deployment on-time, on-budget

Cross-Program Coordination. We coordinate Increment 2B implementation with the other DHS and associated agency initiatives through our [redacted] and transition planning. They work with the POE

port directors and US-VISIT Program Office, including the US-VISIT Facilities Team, to streamline communications and coordinate across POE activities. More details are found in paragraph 2.1.10.



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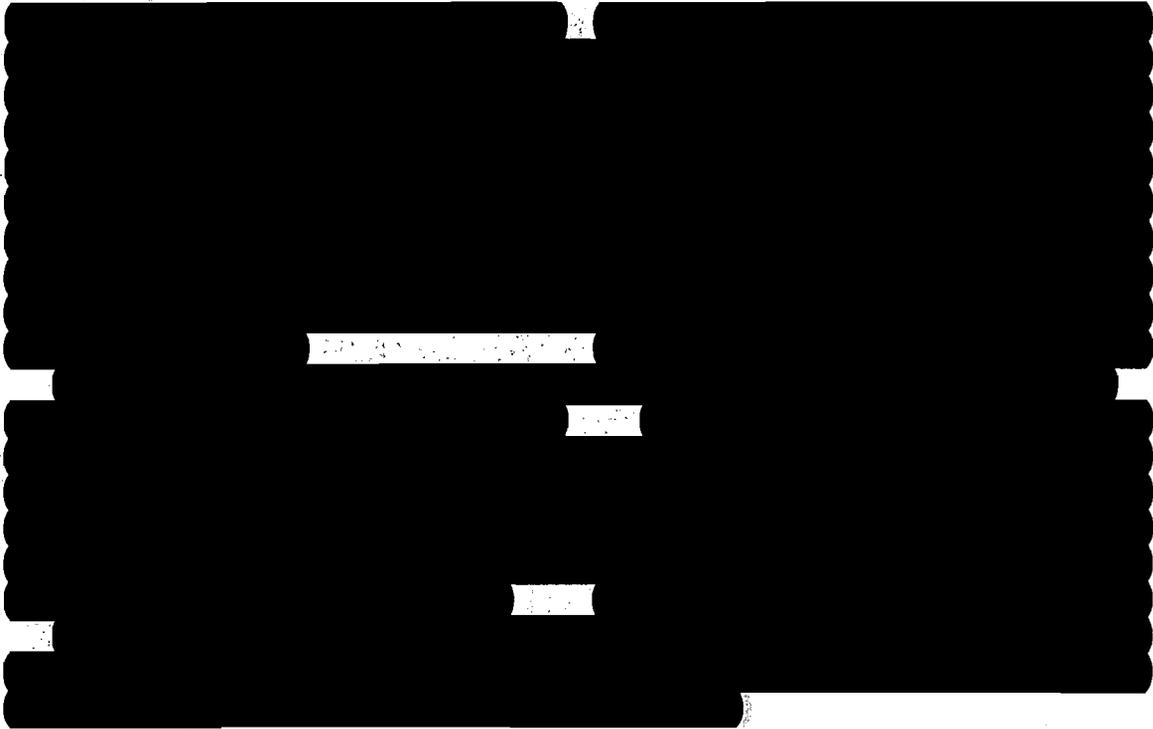
Figure 2-20. Our experiences with large, complex, and nationwide deployments along with knowledge of POEs through former border management senior executives allows us to be up and running at contract start

Integrated Logistics. In addition to staging southern border field personnel, our Distribution Center in El Paso supports all logistic requirements from procurement of the POE deployed hardware to on-call technical assistance and deployment support. The El Paso Distribution Center is discussed in more detail in paragraph 2.1.11.

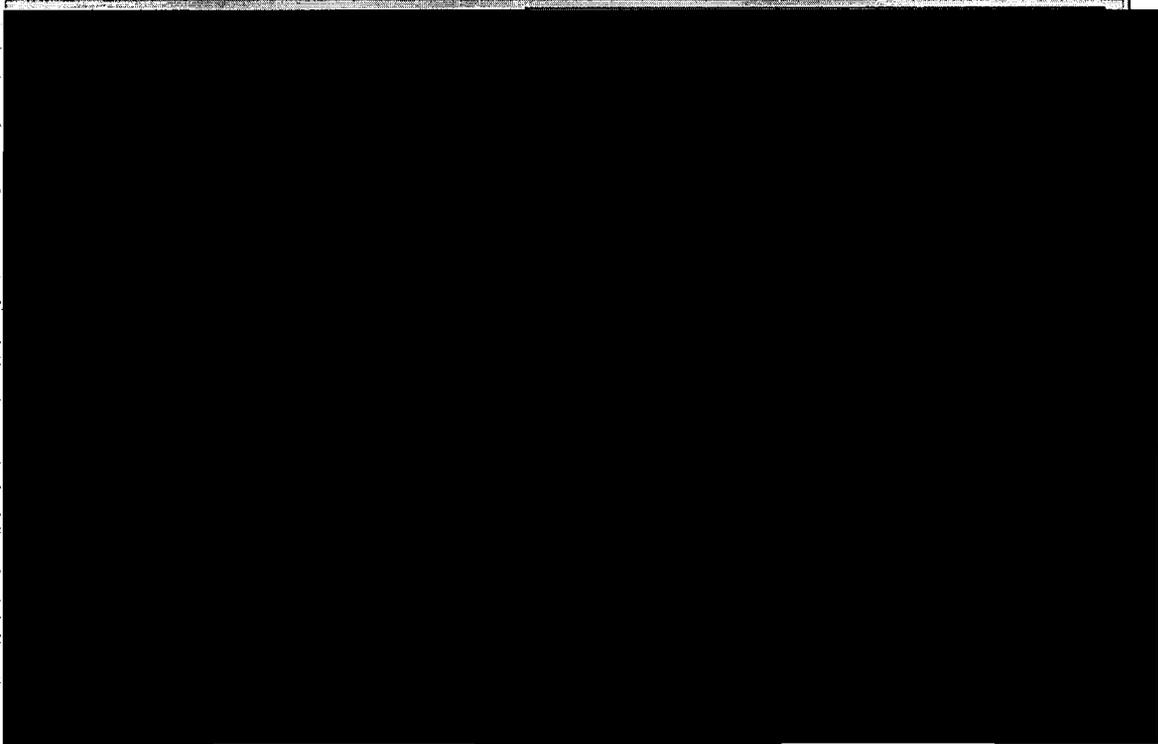
Implementation Process. Deployment planning begins with the Increment 2B

Installation Rollout Plan. This document contains detailed descriptions of the processes necessary for rollout of the Increment 2B hardware. It works in conjunction with other increment specific documents to provide the total business implementation of the solution, including the





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Figure 2-22.



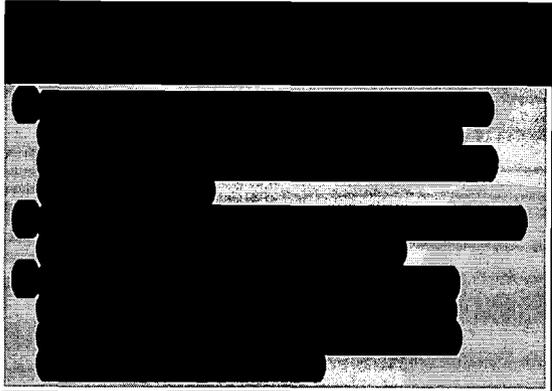


2.1.8 Hardware, Software, and Services (Subtask 8)

We use proven architectures, frameworks, templates, and processes built from our 30 years of experience with over 5,000 projects and tailored for DHS's needs to help reduce design, development, and configuration costs.

We remain responsible for assistance with system equipment provided under this contract until Government acceptance.

[Redacted]



USVS 018

[Redacted]

Conformance with HLS EA.

[Redacted]

COTS Selection Process Minimizes Tailoring. We use an iterative process, described in Figure 2-23, to develop the architecture, requirements, and COTS/Reuse components together to minimize tailoring. Raytheon successfully used this state-of-the-art process at the NASA ECS program and published their results in the IEEE journal. We perform customization tradeoff studies to balance business drivers and available COTS software to gain DHS approval for the selected COTS products.

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USVS 048

Figure 2-23.



Hardware, Software, and Services Acquisition Process. We use a proven acquisition process, as described in Figure 2-24 that takes into account DHS's existing investments and minimizes disruption to current environments and operations. We have existing relationships with major development, execution, and operations hardware and software manufacturers that we use to get [redacted] products faster and get preferred technical assistance to meet Increment

2B's aggressive deployment schedule. We use our transition (described in paragraph 2.1.10) and infrastructure operations and support service (described in paragraph 2.1.11) processes to deploy any acquired hardware and software into the field.

Pre-Built Interfaces. Our GRNDS framework (described in paragraph 2.1.5) contains pre-built interfaces with Oracle Database for BEA WebLogic and IBM WebSphere platforms to accelerate the development activities, and lowers development risk for Increment 2B.

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Hardware, Software and Services Requirements	Our Compliance Method
[redacted]	<ul style="list-style-type: none"> ■ [redacted] ■ [redacted]
[redacted]	<ul style="list-style-type: none"> ■ [redacted]
[redacted]	<ul style="list-style-type: none"> ■ Use our experience from over 5,000 projects to limit tailoring ■ Perform a tradeoff analysis of customization together with US-VISIT
Contractor shall identify and acquire the infrastructure and materials required to develop, test, implement, and deploy the Increment 2B solution	<ul style="list-style-type: none"> ■ Identify infrastructure and materials required to develop, test, implement, and deploy Increment 2B solution using our expert resources from various Delivery Centers, and partnership agreements with leading [redacted] vendors, and conducting trade-off studies ■ Use the processes defined by the Alliance Program Office to acquire the infrastructure and materials necessary for Increment 2B solution
Contractor shall only price the additional infrastructure needed for environments that specifically support the work completed in this task order	<ul style="list-style-type: none"> ■ Identify infrastructure needed for environments to support Task Order 002 ■ Price and create separate Bill of Materials for Task Order 002
Contractor's Development Infrastructure maximizes the Government's existing investment and minimizes disruptions to current operations	<ul style="list-style-type: none"> ■ Use Increment 1 peripherals and software ■ Use HLS EA to guide maximum [redacted] selection

USV S 014

Figure 2-24. Our [redacted] systems engineering process minimizes customization to maintain reliability, scalability, and flexibility



2.1.9 Training (Subtask 9)

Our mature training development methods provide a system-level training program and end user train-the-trainer program that enables POEs to be self-reliant in business processes, operations, and maintenance.

We apply a phased approach to training that produces job ready users concurrent with the delivery of Increment 2B, Release 2B at each site. Effective training enables users to apply the solution successfully. This facilitates the efficient flow of legitimate trade and travel at border crossings while improving identification of high risk travelers. Figure 2-25 shows the four phases of the Increment 2B training program.

The requirements and design phases outline an initial design that integrates Increment 2B requirements with applicable training content from Increment 1 including available lessons learned. We coordinate with other efforts and work closely with US-VISIT, Federal Law Enforcement Training Center (FLETC), and CBP.

The development phase creates training material including a curriculum, coordinated training plan, student materials, and job aids. Our team defines the training environment, including classroom requirements and a trainee schedule.

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Our training program prepares DHS personnel for the complete transition to operations by November 19, 2004

- Accommodates approximately 120 train-the-trainer students 1-2 months ahead of deployment
- Delivers to DHS ready-to-use curriculum and training materials
- Skill analysis, target audience and content identification based on the business solution
- System level training prepares operations and maintenance support organizations prior to hardware deployment

USVS 005

[Redacted]

Our recommended schedule of attendance for DHS instructors and systems personnel supports the deployment rollout schedule.

[Redacted]

Support is also available for end users and system level trainees. This facilitates transition to the Government field instructors' delivery of end user training. The training plans, curriculum and materials, revised based on Government stakeholder input, are submitted to US-VISIT for review, comment, and approval before final delivery.

Training Reqmts. & Design	Training Development	Training Deployment	Training Support
Develop Training Plan <ul style="list-style-type: none"> Training Strategy Course Content/Length Topic Objectives Schedule Analyze Needs <ul style="list-style-type: none"> Course Objectives Audience/Size Facilities Methods Task & Skills Analysis Curriculum Design <ul style="list-style-type: none"> Allocate Content 	Develop Training <ul style="list-style-type: none"> Lesson Plans Instructor Guides Student Materials Define Training Environment <ul style="list-style-type: none"> Training Facility Requirements Schedule Trainees 	Conduct Training Validation & Verification <ul style="list-style-type: none"> Conduct Training Collect Feedback Evaluate Effectiveness 	Provide Logistical Content Support to Trainers <ul style="list-style-type: none"> Manage and Incorporate Changes

USVS 024

Figure 2-25. Our mature, standardized training process enables rapid training delivery that increases operational acceptance



Training design and Increment 2B solution development are concurrent activities. Our team coordinates with the Integrated Master Schedule (IMS) and incorporates significant training program milestones. Figure 2-26 depicts training in relation to the hardware and software deployment and Increment 2B.1 transition.

System Level Training. System level training is a combination of classroom instruction with practical exercises and demonstrations. The target audience consists of system administrators and other experienced operations and maintenance (O&M) support personnel.

The Government conducts training at

The system level course instructs participants in additional system administration duties related to Increment 2B, Increment 2B hardware maintenance, and Increment 2B software installation procedures.

User Training. Our proven field delivered training concept, successfully applied in the USPS DOIS program, delivers train-the-trainer education in a

blend of classroom lecture and video presentations. It covers training end user skills, techniques for trainer facilitation, and The end user skills include revised processes and use of new technology. The target audience consists of qualified POE personnel with instructor experience. Using experienced POE instructors as trainers enhances the transition of end user training to the POEs.

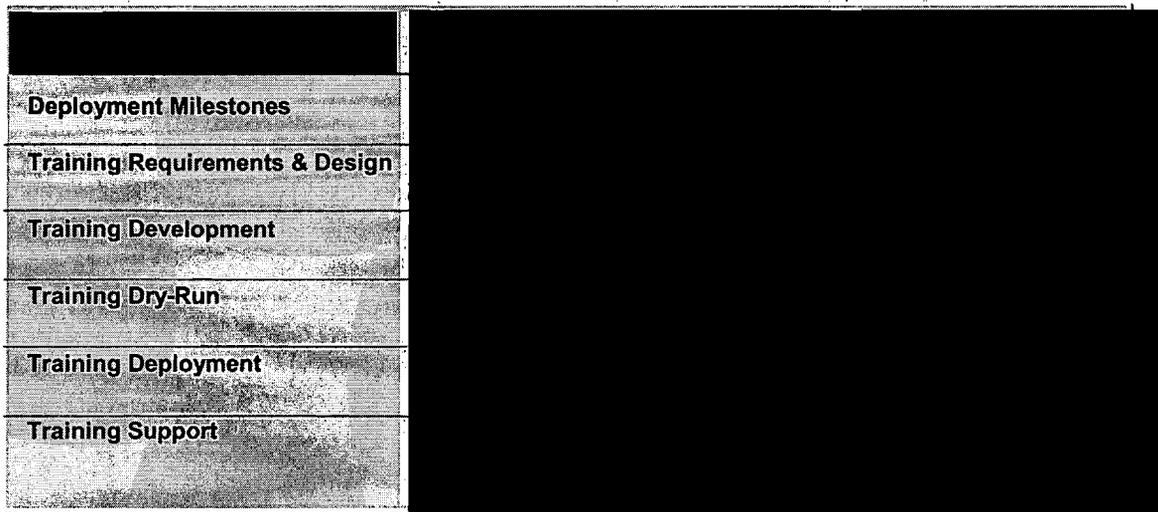
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[Redacted]

The curriculum includes identifying Increment 2B as valuable to the end users because it helps to meet inspection objectives, to facilitate trade and travel and to increase national security.

[Redacted]

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USVS 105

Figure 2-26. Our just in time training prepares DHS instructors and support personnel for a successful Increment 2B POE transition



2.1.10 Transition to Operations (Subtask 10)

We follow a business driven approach to successfully transition Increment 2B functionality, integrating BPR, OCM, and technology deployment through

[Redacted text block]

Our transition to operations plan integrates BPR, OCM, training and technology deployment

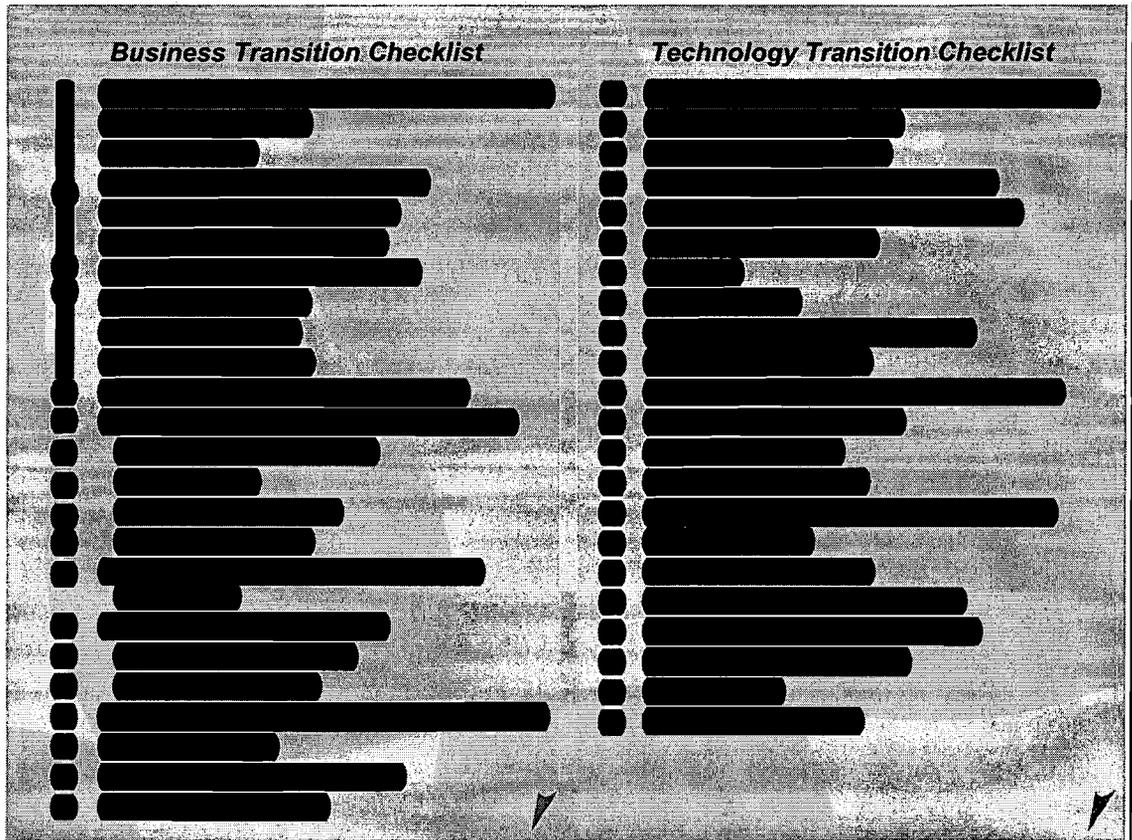
- New business processes are DHS approved and delivered in training
- Our OCM outreach program enlists key Government stakeholders to disseminate targeted US-VISIT messages
- Technical support for the duration of Task Order 002 minimizes operation risk

USVS 006

[Redacted text block]

Figure 2-27 shows that these steps are not only technological but also business process related.

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USVS 017

Figure 2-27. Our transition to operations plan emphasizes timely completion of both business and technology tasks for the required Entry Solution



Business Driven Transition Activities.

With the assistance our team's former border management Government executives, we create the preliminary Increment 2B requirements and designs [REDACTED]

[REDACTED] We also coordinate related systems activities for Automated Commercial Environment (ACE), Free and Secure Trade (FAST) and the DHS/CBP transition to reduce schedule risk. We submit new and updated business processes and preliminary deployment plans to DHS. [REDACTED]

[REDACTED]

Our WBS includes activities for change management, communications and system transition. We implement these tasks through our [REDACTED] managers who work with the POE port directors and other Government stakeholders to coordinate of our POE related US-VISIT activities.

We integrate user and system training development curriculum with the approved processes, hardware, and software designs. Our team coordinates training with other program activities so that the delivery schedule supports DHS's delivery of training and prepares maintenance organizations to assume their responsibilities. We also provide support as we transition training to the Government. See paragraph 2.1.9 for more details on training.

We identify and address potential organizational impacts at the POEs and data centers through our outreach and Government stakeholder communications program. These activities are discussed at length in the transition management plan. A draft is included in Volume 4, Part B: Task Order 001-Draft Plans. The outreach program evaluates the impact of new

processes to Government stakeholders, such as those surrounding the [REDACTED] RFID enrollment, to assess and mitigate concerns before final transition.

Cross-Program Coordination. As part of the Increment 2B transition, we establish cross-program coordination across DHS, other agencies, and other contractors. Our [REDACTED] managers coordinate Increment 2B implementation with the other DHS and associated agency initiatives. Programs like ACE and FAST need similar access to POEs and have facility modification requirements, or planned training activities in the same time frame as Increment 2B. [REDACTED]

[REDACTED]

Technology Driven Transition Activities. Deployment tasks in the IMS are technology transition activities incorporated in the transition to operations plan. These include the site implementation tasks described in paragraph 2.1.7. We integrate, test, and approve, per the approved SEMP and test plans, the initial build of hardware and software.

[REDACTED] we install the approved hardware and software, which is tested and accepted per the site certification procedures. We complete installation when the certification procedure is executed successfully and logistic support is in place at a site. This includes maintenance contracts, system administration, and [REDACTED]

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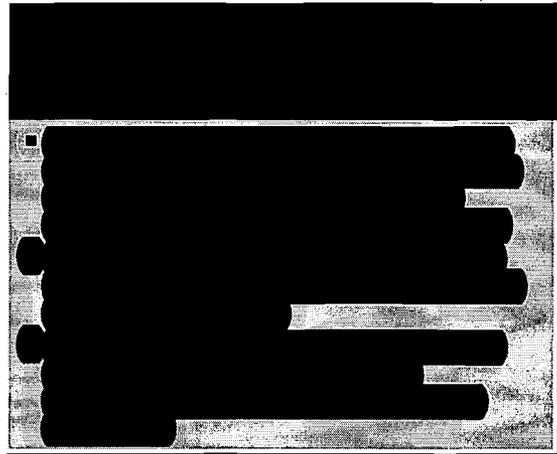


2.1.11 Systems and Infrastructure Operations and Support Services (Subtask 11)

Our distribution center's experience provides US-VISIT an integrated set of logistical tasks for an aggressive and lower risk schedule for deployment and available technical support to maintain Increment 2B operations.

Systems infrastructure operations and support services, a task under Operations and Support Manager, [REDACTED] is provided by our existing distribution center in El Paso, Texas. This center successfully provides support for the deployment phases to a variety of national and international programs. Increment 2B benefits from the specific expertise available at the center.

The distribution center provides procurement of the field deployed items.

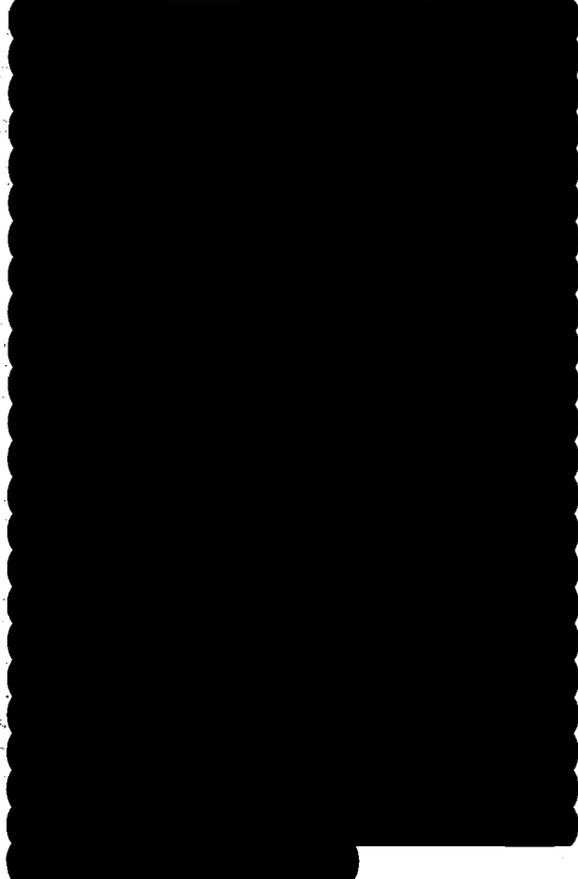


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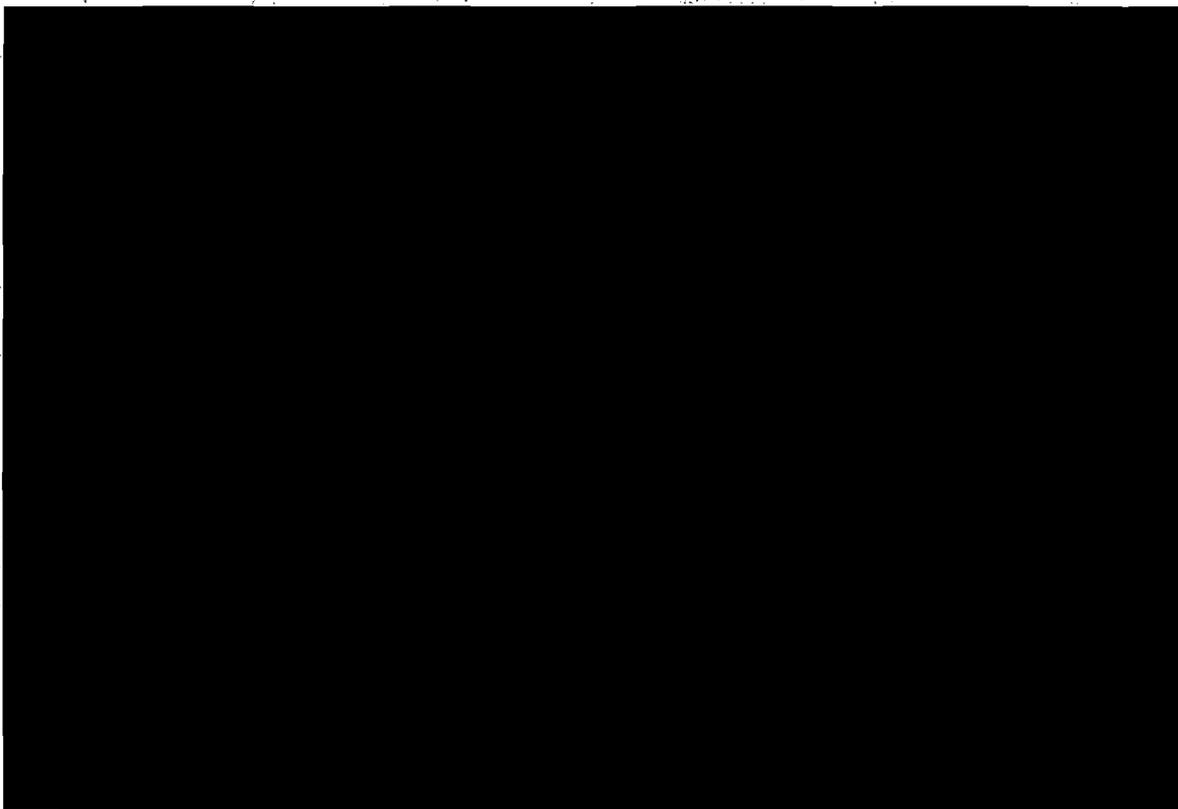


The distribution center also coordinates





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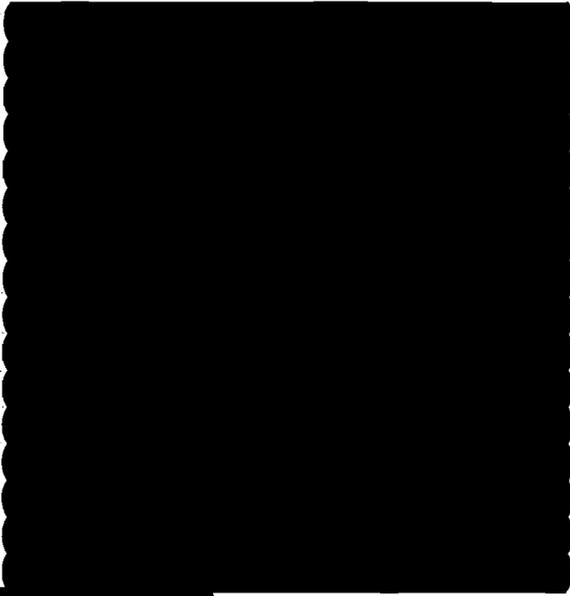
USVS 201

Figure 2-28. Our 65,00 square foot distribution center in El Paso, Texas is immediately available to provide effective deployment through our experienced procurement, warehouse, site kit/ship, and logistics support teams

Our team aligns with the Security and Privacy Plan (SPP) for the extent of issues and method of response the help desk employs. The plan establishes the guidelines for protection of systems, data, and information privacy for the program. The help desk personnel do not discuss sensitive information, such as business processes, passwords, or other system access/administration issues by phone. See paragraph 2.1.14 for more information.

When technical assistance at the distribution center cannot resolve a problem by phone, the help desk arranges for a technician to visit the site.

Other Deployment Logistics Support.





2.1.12 Facilities and Facilities Infrastructure (Subtask 12)

Our Increment 2B design requires little or no DHS facility preparation, enabling

[Redacted]

The aggressive delivery schedule does not allow time for a typical sequence of facility improvements including design verification, permit acquisition, and construction.

The Alliance anticipates minimal POE facility modifications for the Entry Solution. Our responsibilities and compliance method are shown in Figure 2-29. For example, our team plans to

[Redacted]

[Redacted]

USVS 008

[Redacted]

The exit solutions have varying degrees of impact for installation of RFID, depending on individual POE configurations.

[Redacted]

They also help coordinate facility requirements with other DHS planned installations such as the ACE.

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Our Key Facilities Responsibilities	Our Compliance Method
[Redacted]	[Redacted]

USVS 049

Figure 2-29. Key responsibilities related to facilities are met through a combination of our established engineering and management processes, and collaboration with related IPTs and US-VISIT Facilities Team

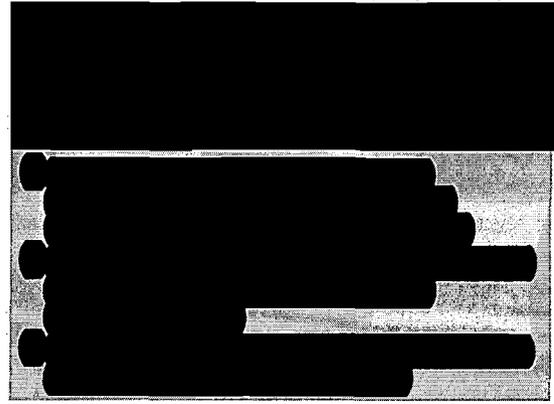




2.1.13 Evaluation of System Performance (Subtask 13)

[Redacted]

[Redacted]



USVS 083

Workload Validation. We allocate performance across system owners based on the modeled Increment 2B business processes and the Mission-Essential Task List, contained in Appendix 1. Figure 2-30 depicts the interactions in our process.

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[Redacted] We test the Increment 2B solution using Mercury Interactive's Loadrunner software, which simulates high volume performance and stress. [Redacted]

[Redacted]

[Redacted]



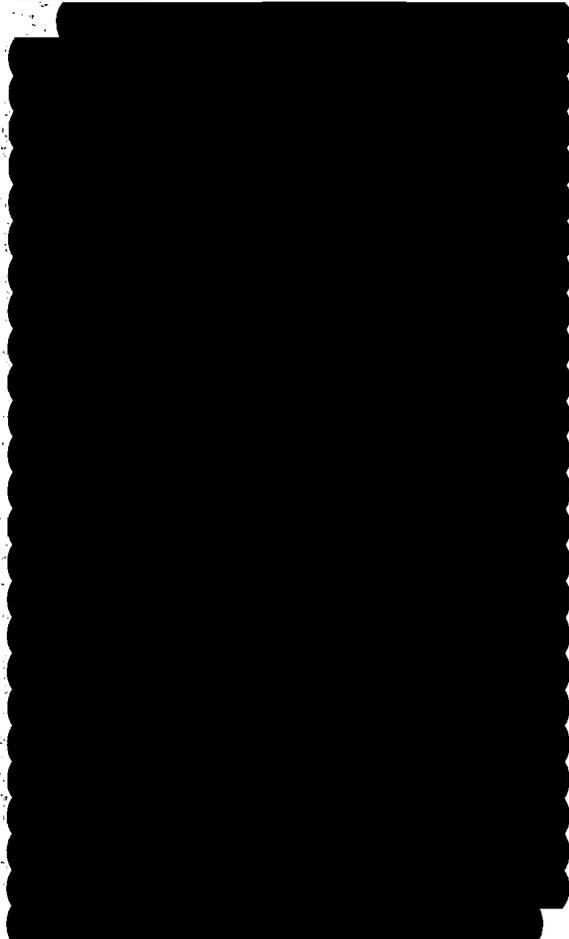
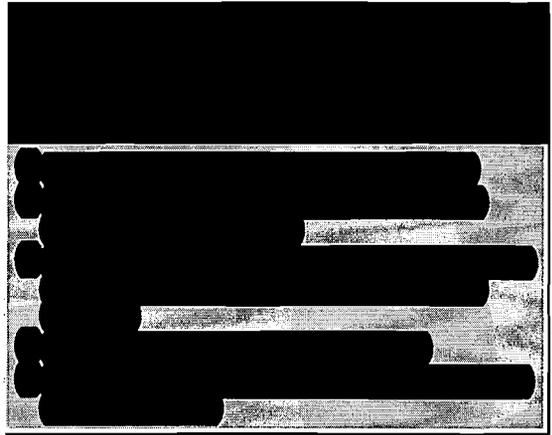
USVS 139

Figure 2-30. We assess our increment 2B solution performance [Redacted]

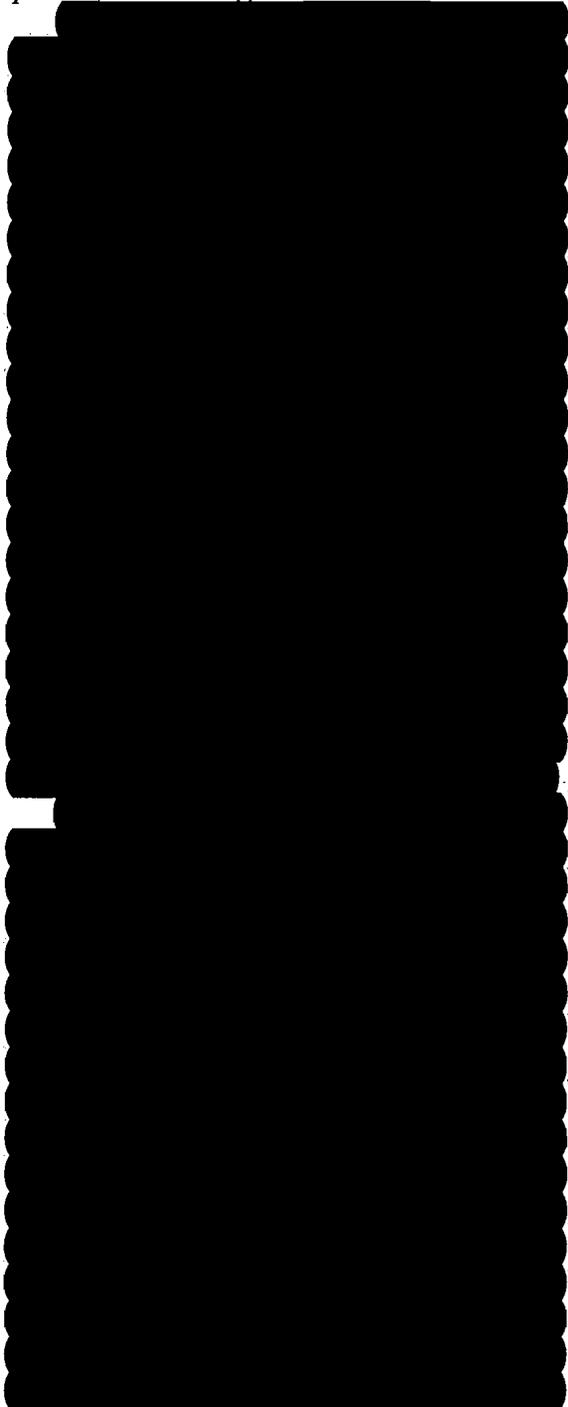


**2.1.14 Security and Privacy
Implementation (Subtask 14)**

We implement information security and privacy measures throughout the program to provide an Increment 2B solution that is compliant with current security and privacy laws and guidelines.



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<i>Security Requirement</i>	<i>Compliance Method</i>
Physical Security	
Facilities	
Information Security	
Maintain data integrity	
Protect data privacy and confidentiality	
Audit Security	
Protect Communications	
Provide Cryptographic support	
Provide user data protection	
Provide identification and authentication	
Security Management	
Support Availability of US-VISIT data	
Personnel Security	
US-VISIT Information System & Operational Security Plan	
Security Training	

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USVS 103

Figure 2-31. Multilevel access control, monitoring, and backup provide physical, informational, and personnel security for US-VISIT



2.2 Government-Furnished Materials and Resources

Our Alliance has identified specific materials and resources that are needed to help DHS plan and provide the required items and personnel in a timely manner to effectively deploy Increment 2B.



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We collaborate with the Government to achieve US-VISIT implementation objectives

- Government's border management experts combined with the Alliance team enables a successful implementation of Increment 2B
- The investment in Increment 1 augmented with our clearly defined process and equipment changes result in a cost effective solution
- POE liaisons coordinated with our Increment 2B Deployment Team enables DHS to meet legislative deadlines

USVS 091

2.2.1 Government Personnel and SME Participation

We develop a collaborative approach that extends from field personnel to the senior levels of DHS and achieves integration across different agencies and Government stakeholders. This approach is based on DHS's knowledge of their business needs and the Alliance's experience in managing and delivering large, complex programs. DHS provides and dedicates the requested number of appropriate personnel to work jointly with the Alliance as a part of an Integrated Product Team (IPT). By integrating the right DHS personnel into our teams and our program governance structure, we minimize miscommunication while promoting the use of DHS knowledge. Our former border management Government executives reduce the overall number of SMEs required and enable closer collaboration with DHS personnel. In addition, our Senior Advisory Board (SAB), consisting of well-known and respected luminaries with relevant life

experiences, is offered at no charge to US-VISIT. The SAB provides additional border management knowledge and stakeholder experience. Figure 2-32 shows the planned staffing of Government personnel and SMEs for Increment 2B.

2.2.2 Government-Furnished Information

DHS provides us the required up-to-date documentation of current legacy systems, current operations and Increment 1 training, systems, architecture, operations, and transition planning. This information is necessary to generate complete Interface Control Documents (ICDs) and detailed design specification documents. When documentation does not exist, DHS provides available resources with the required legacy systems knowledge. For the complete list of Government-furnished information, facilities, systems and equipment, refer to Figure 2-33.

2.2.3 Government-Furnished Facilities

Access to facilities is primarily required for site surveys and deployment. Data center facility space is necessary to install the servers required for the Integrated Travel Folder (ITF) and US-VISIT Portal components of our solution. Classrooms are needed in each [redacted] to accommodate training of the end user trainers and systems operations and maintenance personnel.



Government Furnished Materials and Resources

Type

Purpose

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Figure 2-33. We take advantage of existing Government resources and materials to optimize DHS investments – Sheet 1 of 2



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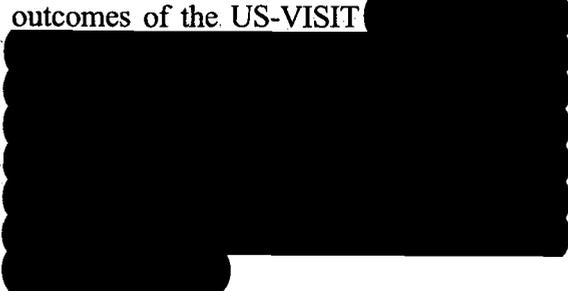
Figure 2-33. We take advantage of existing Government resources and materials to optimize DHS investments – Sheet 2 of 2



2.3 Performance Measures

The success of Increment 2B is gauged by mutually defined performance metrics and acceptance criteria.

We propose an innovative performance management approach to tie the Alliance's compensation directly to the successful outcomes of the US-VISIT



We partner with DHS to create mutually defined performance measures that are tied to our compensation

- Verify that the solutions recommended allow DHS to provide travelers a high level of service
- Facilitate visibility into technical, quality, schedule and cost elements at the project level
- Identify potential project issues early and take immediate corrective action by updating our metrics frequently
- Monitor our service to and our relationship with DHS and contractors using metrics

USVS 081

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We select our performance standards

based on DHS stated performance measures as listed in the RFP and industry best practices. These performance standards

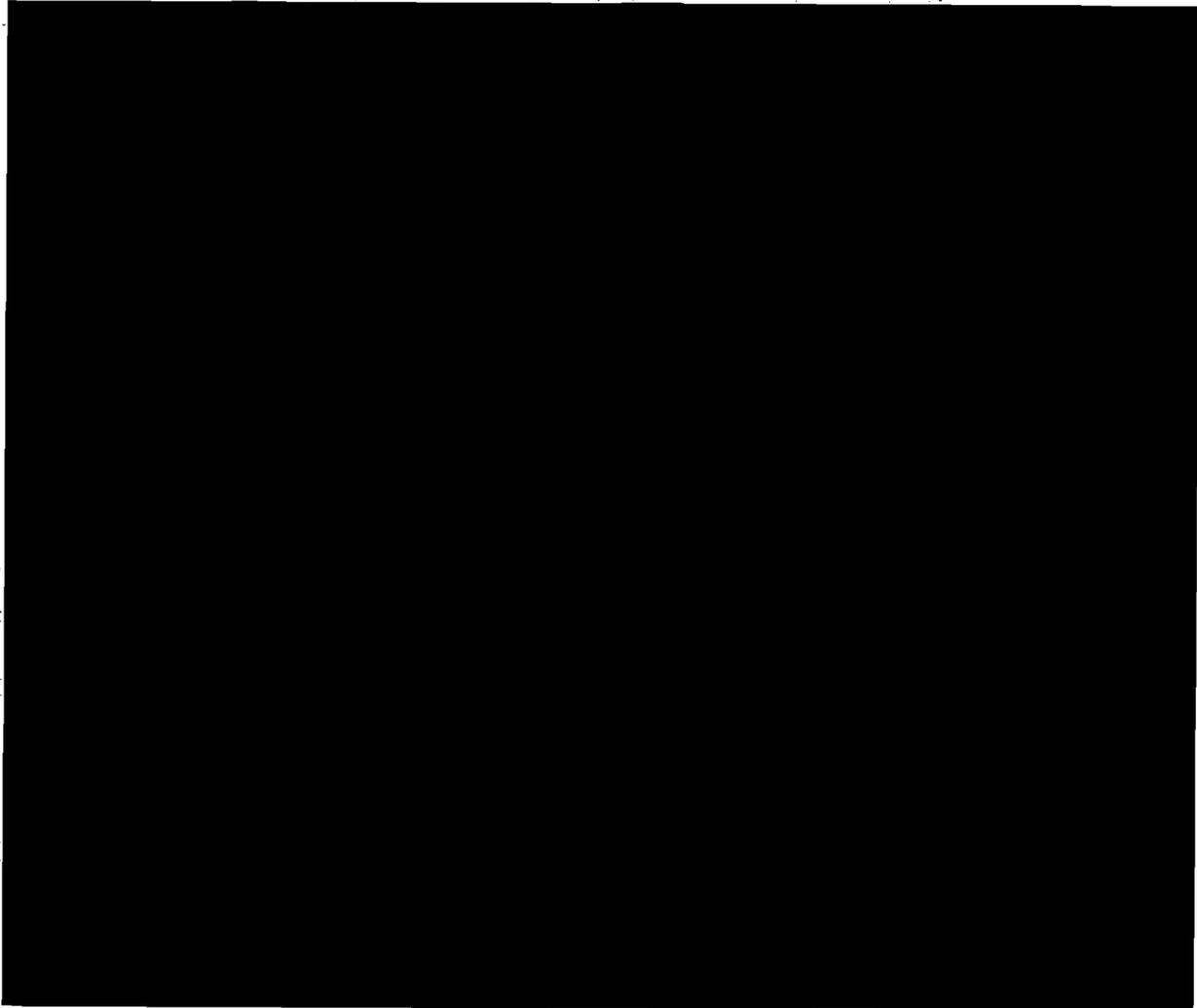


Figure 2-34. Our incentive structure, based on derived performance measures, allows the Government to monitor our performance for Increment 2B implementation



create a [redacted] that contains Task Order 002 critical Key Performance Indicators (KPI). [redacted]

[redacted]

[redacted] based on partnering models, risk sharing, and performance-based incentive plans.

Using our pre-contract performance plan definition process we developed and propose. [redacted]

[redacted] as shown in Figure 2-35. These [redacted] were chosen based on our success with performance-based contracting with clients such as DLA, where Accenture's work to date has earned [redacted] of it's performance-based fees.

Each [redacted] has an accompanying set of performance measures. Likewise, each performance measure has performance metrics which we establish to align with DHS stakeholder objectives and to determine performance incentives. Each metric maps to a WBS element. Once we create metrics, we define categories of performance that link payments to the applicable level of performance.

Post-contract performance plan execution is dependent upon DHS's acceptance of the performance plan. The performance metrics are negotiated and Service Level Agreements (SLA) are created for each performance measure. DHS reviewers use the SLA checklist to accept delivery of the performance metrics and determine the incentive payments for associated tasks and deliverables.

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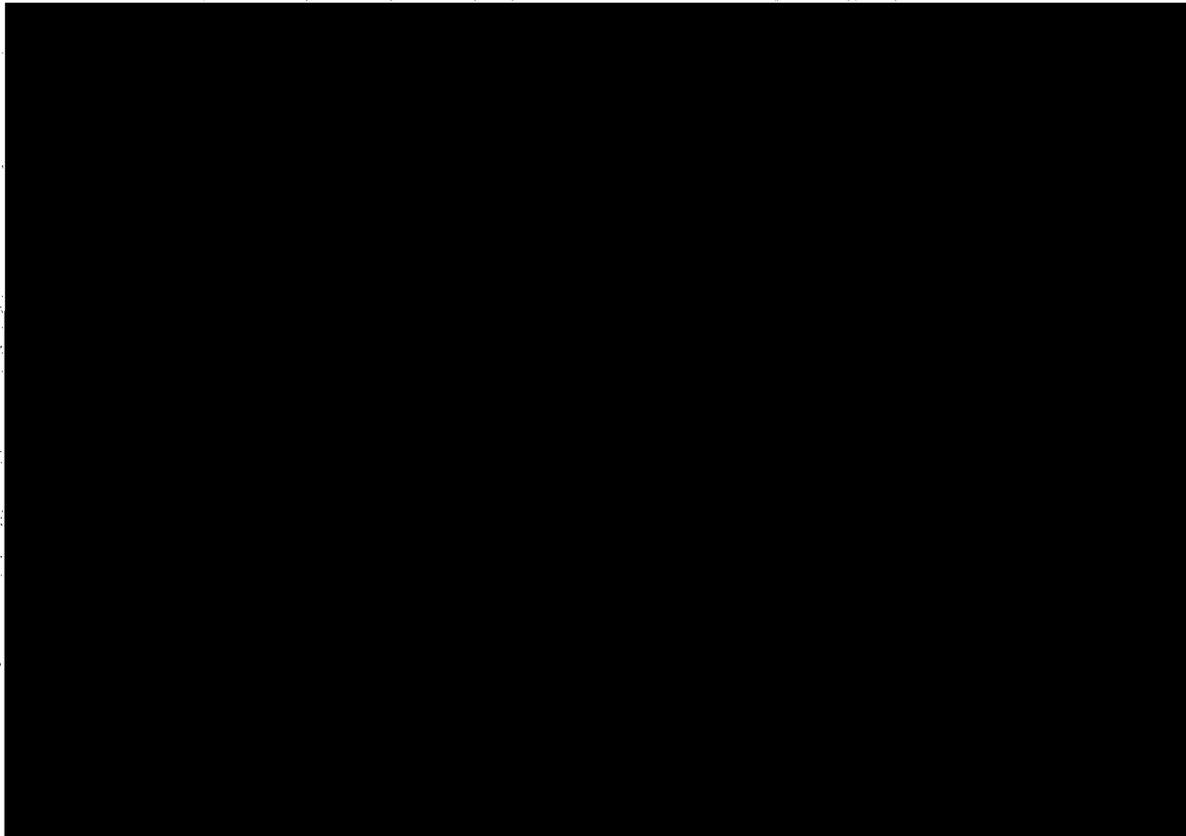


Figure 2-35. Defining the performance plan with DHS establishes a baseline for performance measures and metrics



2.4 Task Order Staffing

The Smart Border Alliance draws from a large diverse pool of highly qualified personnel to create a skillful management and technical team.

Our management team, shown in Figure 2-36, brings 53 years large scale systems deployment experience and 55 years program management experience including 10 years on Government contracts. The Increment 2B team is augmented by select personnel from other IPTs as necessary. The named personnel were chosen for their skills and experience regardless of company affiliation and are available at contract start. For detailed information on our team members, refer to Volume 4, Part A-Section 6.0: Key Personnel Resumes.

To meet legislative deadlines, the first few months of the project require a concentrated volume of resources. Tasks in this time period include [REDACTED]

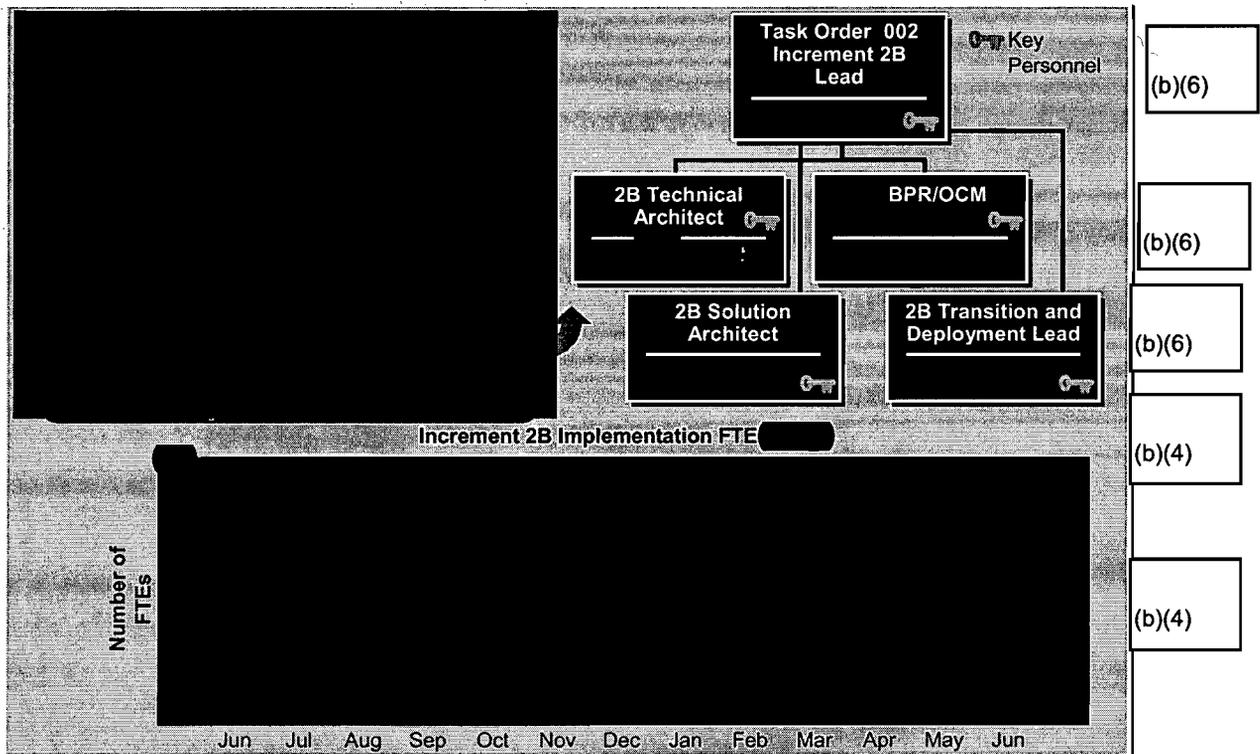


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The Increment 2B team employs specialized technical resources for each of the 14 subtasks delivered in Task Order 002. Figure 2-37 details each subtask, contractor responsibility, and FTE counts. Alliance teammates are chosen for their expertise in specific areas of the implementation. For example, Raytheon brings expertise in systems engineering on mission critical programs for the DoD and the Intelligence community. SRA's experience with high visibility privacy policies allows them to implement information assurance for federal Government agencies. Titan's quality assurance capabilities are based on hands-on experience with NASA and INS. Collectively, the Alliance's experience with large scale deployments heightens our ability to achieve US-VISIT requirements.

(b)(4)

(b)(4)



(b)(6)

(b)(6)

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(b)(4)

(b)(4)

Figure 2-36. Our success on similar complex projects provides evidence of our experience and ability to apply the resources necessary to deliver Increment 2B



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Subtask	Primary Role and Responsibilities	FTE count*
1. Program and Technical Management	<ul style="list-style-type: none"> ■ Accenture – Plan, organize and manage project execution and resources ■ Titan – QA and Configuration Management Support ■ Raytheon – Solution architecture, biometrics and deployment ■ SRA – Security and privacy implementation planning 	
2. BPR and Continuous Improvement	<ul style="list-style-type: none"> ■ Accenture – Business process transformation for entry and exit processes 	
3. System Engineering and Integration	<ul style="list-style-type: none"> ■ Raytheon – Functional support and guidance ■ Accenture – Technical support and guidance 	
4. Design	<ul style="list-style-type: none"> ■ Accenture, Raytheon – functional requirements and system/sub-system design, legacy systems interfaces/changes ■ Accenture – ITF, Portal, Increment (Land) ■ Raytheon – Concept of Operations, RFID Exit design ■ Titan – Legacy systems research 	
5. Develop	<ul style="list-style-type: none"> ■ Accenture – ITF and Portal ■ Raytheon/CSC – RFID ■ Legacy Contractors – Legacy system changes, Increment 2 (Land) 	
6. Test	<ul style="list-style-type: none"> ■ Titan – Interoperability, independent and customer/systems acceptance testing ■ Accenture – Capability verification, preparation for release 	
7. Implementation	<ul style="list-style-type: none"> ■ Raytheon – Plan, mobilize, execute and support implementation ■ SRA – Site security assessment and reporting 	
8. Hardware, Software, and Services	<ul style="list-style-type: none"> ■ Accenture – Equipment procurement ■ Raytheon – Equipment installation and support 	
9. Training	<ul style="list-style-type: none"> ■ Accenture – Training design, development and deployment 	
10. Transition to Operations	<ul style="list-style-type: none"> ■ Accenture – Transition management, planning and execution 	
11. Systems and Infrastructure Operation and Support Services	<ul style="list-style-type: none"> ■ Raytheon – On-call technical assistance, deployment, operations and logistics 	
12. Facilities and Infrastructure	<ul style="list-style-type: none"> ■ Raytheon – Identification and documentation of equipment, facilities and central data centers ■ Accenture – Integrate and coordinate schedule activities 	
13. Evaluation of Systems Performance	<ul style="list-style-type: none"> ■ Titan – Technical performance testing ■ Accenture – Business performance testing 	
14. Security and Privacy Implementation	<ul style="list-style-type: none"> ■ SRA – Managerial and operational policies and procedures; physical, informational and personnel security and privacy impact analysis 	

*The FTE numbers are averages across 13 months (June 2004- June 2005)

USVS 125

Figure 2-37. We allocate task order subtasks by functional areas across our teaming partners to provide value to DHS



3.0 WBS AND SCHEDULE

Our comprehensive Work Breakdown Structure (WBS) and schedule define specific project items and dependencies, yet allow flexibility in responding to DHS needs while implementing our solution by

[Redacted]

3.1 Work Breakdown Structure

Our WBS, summarized in Figure 3-1, mirrors the Statement of Work (SOW) down to level 3. At level 4 it provides traceability to each of the solution elements and releases to facilitate reporting, monitoring, and control. Levels 5 and lower, although not shown in the figure referenced above, detail the deliverables, work products and specific activities, necessary to complete each higher level activity. The full WBS and the WBS dictionary is included in this section. The WBS dictionary describes each element of the WBS.

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Our WBS contains the Increment 2B Implementation activities necessary for a successful land border entry and exit solution. It maps to our SDLC for design, development, and testing and includes key components of our End Vision. For example, under subtask 1.5 we list our two scheduled releases of Increment 2B, subtasks 1.5.1 and 1.5.2. Release 1 includes several of our End Vision elements, the Integrated Traveler Folder (ITF) (1.5.1.1) and the US-VISIT portal (1.5.1.2). Also under Release 1, we include the build out of the Development (1.5.1.3), Test (1.5.1.4), and Production (1.5.1.5) technical architectures. Release 2 includes an update of our ITF (1.5.2.1) and an update of our Development (1.5.2.2), Test (1.5.2.3), and Production (1.5.1.4) technical architectures.

Our WBS provides clear, measurable task packages that support effective schedule and performance monitoring

- The WBS elements for Task Order 002 illustrate that significant work is initiated
- Our product focused WBS provides effective Increment 2B management
- Our approach to the WBS identifies the activities necessary to deploy Increment 2B right, the first time
- The Increment 2B WBS integrates appropriate Program Plan elements

USVS 095

The WBS is supported by our Integrated Product Team (IPT) structure.

[Redacted]

Our WBS contains activities that are part of our Jump Start program and are initiated [Redacted] We mobilize our workforce during the Jump Start program to begin preparation of work products including preliminary requirements, design, architecture, and deployment plans and documents. Our SMEs, who are former Government border management executives, provide knowledge and review the work products. This lowers the schedule risk.



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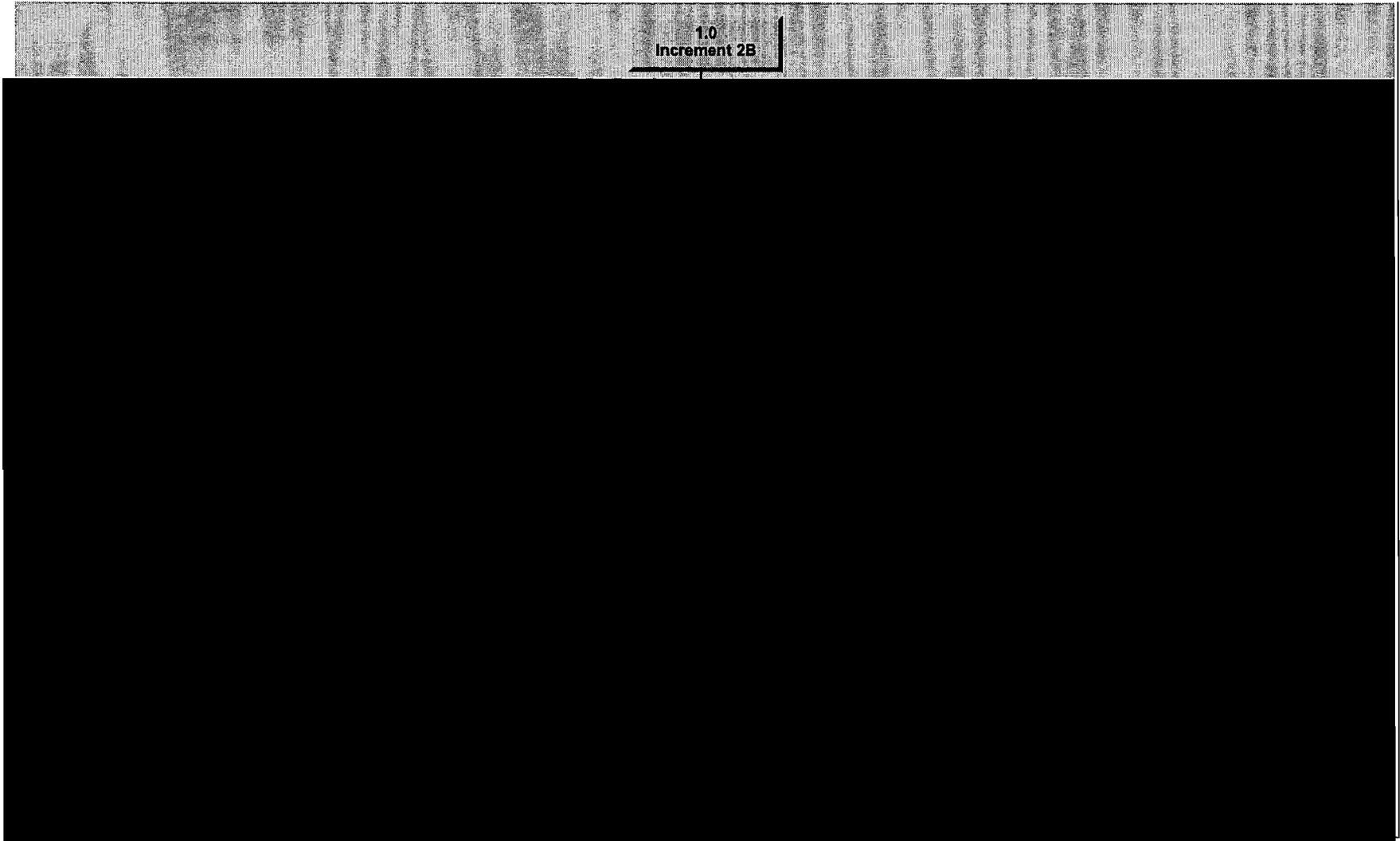


Figure 3-1. Our Increment 2B Work Breakdown Structure provides clear traceability and accountability throughout Task Order 002 to manage project actions – Sheet 1 of 2



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1.0
Increment 2B

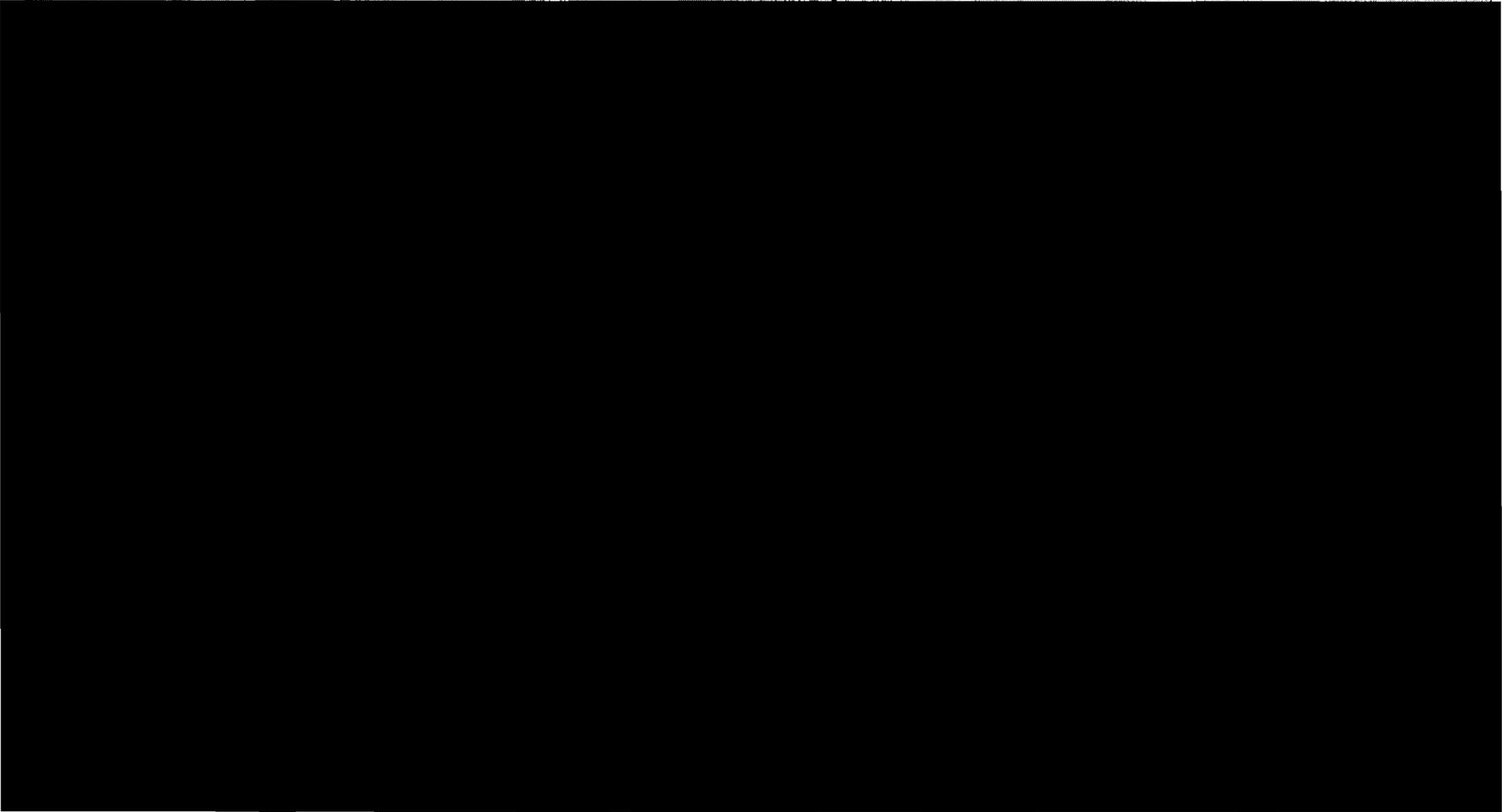


Figure 3-1. Our Increment 2B Work Breakdown Structure provides clear traceability and accountability throughout Task Order 002 to manage project actions – Sheet 2 of 2



Insert WBS and Dictionary here

3.1-6 to 3.1-21

3.1-22 - 3.1-153

See file
Vol 3B - Pgs 3.1- 6 to 3.1-153



3.2 Schedule

Our experience from similar large, complex projects allows us to create with confidence an aggressive Increment 2B schedule that transitions the 51 highest volume land POEs to operations by [redacted]

Our schedule maps directly to our WBS and includes dependencies at the lower levels. Our Increment 2B schedule includes Jump Start activities to mobilize our team and create work products such as preliminary designs and plans.

Accenture and its CEO Joe Forehand considers US-VISIT our top corporate program. We demonstrate this through our investment in Increment 2B activities [redacted] to allow us to meet and exceed legislatively mandated dates. The net effect of our Jump Start activities is manifest in the early deployment of Release 2B.1 by [redacted]. We complete a preliminary design of the Increment 2B solution prior to contract start with the assistance of our teaming partner's legacy system knowledge and prior INS and Customs experience.

Our schedule is based on our Basis of Estimates (BOE). Our corporate estimating model, which is built from our experiences from large, complex projects and is constantly updated from our ongoing projects with best practices, lessons learned, and task durations, provides most of the BOEs. We augment our estimates with data from our Alliance team members. For example, Raytheon assisted in estimating the Systems Engineering, Requirements Analysis, Design, and Implementation tasks. Titan worked on the Test tasks and the Legacy System Study tasks. SRA aided in developing the Security and Performance Engineering BOEs.

Our Increment 2B schedule includes two elements of our End Vision solution and exceeds legislative deadlines

- Our Task Order 002 schedule illustrates that our project is up and running [redacted]
- Our schedule demonstrates our commitment to DHS Increment 2B deadlines through our Jump Start activities and early mobilization
- The schedule maps to our product based WBS for coordinated schedule and performance measurement

USVS 096

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We built in schedule contingency to meet the legislatively mandated dates for Increment 2B. One contingency technique is to compress our schedule to transition the 51 highest volume land ports to operations by [redacted]

We use our acquisition and deployment experience from other similar large and complex projects to carefully plan the acquisition and deployment timeline to lower performance risk. Similarly, design and development is also in the critical path for Increment 2B and we mitigate the risks by using our former border management Government executive resources to start our requirements analysis and design activities [redacted]

[redacted]



4.0 COST/PRICE PROPOSAL

Please refer to Volume 2, Cost/Price



5.0 RESUMES

Please refer to Volume 4, Part A –
Section 6.0: Key Personnel Resumes.



6.0 DELIVERABLES AND ACCEPTANCE CRITERIA

Our implementation track record and Jump Start program allow us to schedule deliverables for Task Order 002 Increment 2B Implementation with specific milestones, delivery dates and defined acceptance criteria to meet program objectives.

6.1 Deliverables and Delivery Schedule

We have developed a delivery schedule that deploys our entry solution to the 51 highest volume land POEs by [REDACTED]. The deliverables, acceptance criteria, and schedule appear in Appendix 2: Increment 2B Deliverables /Work Products. We comply with the Government requirements for deliverables as stated in the RFP.

Our implementation experience on large Government contracts, [REDACTED] USPS Delivery Operations Information System (DOIS), and Defense Logistics Agency (DLA), allows us to schedule realistic dates for deliverables that facilitate quality. On [REDACTED] and DOIS, we successfully managed to our schedule for complex nationwide implementations and deployments. [REDACTED]

Our Jump Start solution development activities better enable us to address legislative requirements. These [REDACTED] activities help us to meet legislatively mandated delivery dates to lower program risk. During this period, we create preliminary requirements, design, training and deployment plans, and documents.

Our solution development activities allow us to meet deliverable objectives

- Draft deliverables provided at contract start to jump start implementation activities
- Milestones for acceptance defined prior to rollout
- Consistent delivery track record demonstrated on large, nationwide Government systems integration contracts

USVS 055

6.2 Acceptance Criteria

Acceptance criteria apply to deliverables as specified in Appendix 2: Increment 2B Deliverables/Work Products. We deliver services and products in accordance with the schedule and with associated components necessary to render the products operational. This includes complete sets of documentation, instructions, or other literature specified in the task order. Specific acceptance criteria for deliverables appear in Appendix 2: Deliverables/Work Products.

[REDACTED]

We involve DHS leadership and Former border management Government executives in the development of deliverables for validation prior to delivery to the US-VISIT Program Office. We conduct multiple reviews at key points during the process in order to continually improve deliverables before Government review to reduce the Government review period.

6.3 Contractor-Furnished Materials, Travel and ODCs

We obtain advanced approval for travel and use of Government discounted travel rates to the extent practicable.

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Please refer to Volume 2- Cost/Price for specific information and pricing on Contractor-furnished materials (including escrow and tools), travel, and ODCs.

[Redacted]

Figure 6-1 shows our high-level timeline for Increment 2B implementation. Our timeline, supported by our delivery track record, demonstrates our plan to meet legislatively mandated requirements.

We work on preliminary design and requirements analysis for Increment 2B deliverables prior to contract start. Our [Redacted] activities focus on building a foundation for our program office as well as our proposed solution.

[Redacted]

To support the alignment of these efforts with the US-VISIT program, we teamed with [Redacted] to enhance our insight into

DHS's border operations and teamed with several other companies that have DHS legacy system experience. This preliminary work accelerates our ability to meet the aggressive timeline set out for Increment 2B.

The first phase of work after contract start validates our design and leads into development and testing. [Redacted]

[Redacted]

Release 2B.1 includes Increment 1 land modifications, our ITF Release 1, RFID Enrollment, and the US-VISIT Portal.

Our Release 2B.2 includes RFID Exit and ITF Release 2. [Redacted]

[Redacted]

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Figure 6-1. We deploy [Redacted] and accelerate delivery of the End Vision

USVS 084

**APPENDIX 1 - MISSION ESSENTIAL TASK LIST - INCREMENT 2B
PLANNED CYCLE**

Pages A1-1 to A1-3
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**APPENDIX 2 -TABLE OF INCREMENT 2B DELIVERABLES/WORK
PRODUCTS**

Pages A2-1 to A2-25
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