Task Order 006 Project Plan: Increment 2C
Objective 1: Plan and Define

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1.0 Task Order 006 Proposed Solution

1.1 Introduction

The United States Visitor and Immigration Status Indicator Technology (US-VISIT) Program was chartered within the Department of Homeland Security (DHS) to enhance the security of U.S. citizens and visitors by expediting legitimate travel and trade, ensuring the integrity of the immigration system, safeguarding visitors' personal privacy, collecting, maintaining, and sharing information on foreign nationals, including biometric identifiers, through a dynamic, interoperable program that determines:

- Whether an individual should be prohibited from entering the U.S.
- Can receive, extend, change or adjust their immigrations status
- Has overstayed or otherwise violated the terms of their admission
- Should be apprehended or detained for law enforcement action
- Needs special protection/attention (e.g., refugees)

The first phase of US-VISIT launched on January 5, 2004, with the deployment of biometric entry capabilities at 115 airports and 14 seaports and the initiation of tests for a biometric departure confirmation system.

By December 31, 2004, US-VISIT will bring biometric entry capabilities to the 50 busiest land ports of entry (Increment 2B). By December 31, 2005, US-VISIT will bring biometric entry capabilities to the remaining land border ports. The initial capability is limited to the biometric validation of covered aliens upon issuance of Form I-94. To meet the legislative mandates to provide an integrated entry/exit system at the 50 busiest land ports and beyond, these capabilities must be enhanced to provide biometric verification for each entry and exit by covered aliens.

1.2 Purpose

The purpose of this Task Order response is to provide the following operational capabilities:

1. Enhancement of the initial operating capability provided at land ports of entry as implemented, through the issuance of a unique identifier that is capable of being read automatically, passively, and remotely during subsequent exit and reentry by US-VISIT enrolled travelers.

2. Improved identification for US-VISIT eligible aliens, including commercial, pedestrian, and vehicular traffic, by providing the capability to read the unique identifier issued at enrollment in US-VISIT and displaying information to enable inspectors to make appropriate decisions concerning the admissibility of the applicant. The required capability will be integrated with the vehicle watch list query currently being performed at land borders.

3. The solution will be integrated with currently deployed systems supporting the US-VISIT program including but not limited to TECS, IDENT, and ADIS.

4. The capabilities provided shall not constrain the future operating vision identified in the US-VISIT Strategic Plan.

1.3 Scope of Work

Increment 2C is composed of four high-level objectives:

1. Objective 1: Plan and Define the Increment 2C Solution
2. Objective 2: Design the Increment 2C Solution
3. Objective 3: Develop and Test the Increment 2C Solution
4. Objective 4: Deploy and Implement the Increment 2C Solution at the land border

The scope of Increment 2C is based upon the 2C Strategy developed as part of an Ad-Hoc task under Task Order 001. The scope includes:

- In scope travelers, which are defined as non-immigrants requiring I-94 travel documentation
- Tracking of in scope travelers exits via Radio Frequency Identification (RFID) and discretionary monitoring of those exits
- Tracking of in scope travelers entry, with a final decision necessary to select one of:
  - RFID Entry tracking at Primary
  - Enrollment in frequent traveler program
  - Sending in-scope travelers to secondary
- Deploying a pilot by June of 2005 for 1 to several POEs
- Deploying the solution to the remaining POEs by December 31st 2006

This Task Order response addresses Objective 1 by outlining our methodology for the Planning and Defining phases of the Increment 2C solution. The Planning phase of the project lifecycle serves to document a DHS-approved approach for delivering the Increment 2C solution setting the scope as well as the timeline required to deliver it. The resulting documented plan is reviewed and committed to by key stakeholders. A milestone review is held to determine whether the project should proceed to the Definition phase. The Definition phase further refines the plan by solving key issues and solving current system deficiencies. During this phase, the functions/features that are critical in the delivered solution is documented.

1.4 Inputs

In providing the capabilities identified in Section 2.0, the Smart Border Alliance (SBA) utilizes the following inputs:

- Elements from the US-VISIT Strategic Plan
- Elements from the US-VISIT IT Strategic Plan
- Elements from the Interim US-VISIT Facilities Strategic Plan
- Elements from the Initial Land Border Solution (ILBS)
- Increment 2C Mission Operations Process Concept Document
- Documents associated with Increment 1 and 2B implementation

Several of these inputs are being developed concurrently under other Task Orders. SBA coordinates ongoing efforts across Task Orders to coordinate the utilization of these inputs as they become available.

In addition to the above inputs, SBA establishes a collaborative process to support participation in Increment 2C from the US-VISIT Chief Strategist, Mission Operations, Information

Technology, Facilities, Administration and Training, and Implementation Management, as well as other parties.

1.5   Collaboration

In order to enable the successful implementation of the Increment 2C solution many organizational groups including the US-VISIT Directorates, legacy contractors, and the SBA need to work collaboratively. Efforts described in this program plan involve identifying the overall scope of Increment 2C regardless of what organizational entity is ultimately responsible for the implementation of the various components of the 2C solution. By taking a holistic and integrated approach to defining the scope of 2C and developing an Integrated Master Plan, the US-VISIT program is positioned to identify potential gaps and/or overlaps in the implementation efforts being defined.

In addition, this approach creates an environment that provides opportunities for buy-in and consensus on key decisions, as well as an environment that encourages open and continuous communication.

As part of their lifecycle process, the SBA Increment 2C team works collaboratively with the US-VISIT Directorates and their teams to create work products and deliverables. Part of the proposed work environment involves regularly scheduled working sessions and meetings, as well as deliverable checkpoints. In addition, each deliverable has a brief review period enabling US-VISIT to conduct a final review and to provide input before its completion. Both formal and informal meetings is scheduled to take place throughout the 'Plan and Define' phase of 2C. This collaborative work environment begins at the Task Order kick-off session and continues throughout the execution of this and subsequent task orders.

2.0   Detailed Task Order Project Plan

2.1   Task Order 006 Tasks

2.1.1   Task Order Project Management

Task Order Planning and Management

The SBA Increment 2C project utilizes the Integrated Product Team (IPT) structure. This enables visibility of the project status to the Program Office, promotes an integrated schedule, and facilitates coordination with program-level Earned Value Management (EVMS). A dedicated SBA Increment 2C Project Manager is responsible for cost, schedule, technical and quality control for the project and is the central point of contact for both management and technical matters. The SBA Increment 2C Project Manager delivers periodic status and progress reports, while also facilitating weekly status meetings with the US-VISIT Increment 2C project lead. The progress reports provide a periodic review of activities accomplished during the period, upcoming activities, and issues and risks. This process facilitates the project's success by enabling SBA to report progress, keep the Government informed, provide direction, and promptly identify and resolve key issues without jeopardizing the delivery schedule.

The US-VISIT Program Management Approach establishes the foundation for executing Increment 2C project management activities. The processes defined by this approach (such as risk management, issue management, quality management, EVMS, Configuration Management, Performance Reporting, etc.) facilitates the execution of the Increment 2C project management effort and forms the basis of the Increment 2C Project Management Approach. This document defines how the established processes, procedures and tools are applied in this increment and are maintained throughout the project life-cycle. For example, a risk management approach is defined for Increment 2C based on the program risk plan that identifies, categorizes, and prioritizes potential project risks specific to the Increment 2C capability. Using the risk tracking tool and the methods defined by PMO, risks are assigned to an appropriate owner who creates a cost-effective risk reduction plan.

Increment 2C Objective 2 Planning

To support the US-VISIT Program Office in meeting the project deadlines, it is critical that a gap does not occur between Objective 1: Plan and Define and Objective 2: Design work efforts. Therefore, the effort associated with establishing the task order and response for the Design phase of work has been included in this Task Order. This includes assessing trade-offs and options. This activity involves assessing the cost impacts associated with the schedule alternatives for solution implementation, discussing the options and impacts with the Government to determine the most appropriate solution and documenting the analysis. A cost proposal is prepared for the selected option. The Objective 2 Cost Proposal includes the Project Plan (Work Breakdown Structure (WBS), WBS Dictionary, activity descriptions, Government required resources and equipment, performance measures, staffing, deliverables and acceptance criteria, period of performance and work location), as well as the for the Cost Estimates (resources, travel, and other direct costs) for the Design phase of work.

As part of the Objective 2 Planning effort, an Integrated Master Plan is jointly developed with the Government. The Integrated Master Plan is a workplan that outlines the scope and responsibilities of subsequent objectives. Once the Integrated Master Plan is agreed upon, the Objective 2 estimates can be finalized and a proposal submitted.

2.1.2 Business Architecture

Increment 2C Blueprint

The Increment 2C Blueprint subtask includes the activities associated with business strategy and mission operations for Increment 2C Objective 1 (Plan and Define Increment 2C). Specifically, these activities include:

- Managing the Increment 2C Blueprint task
- Documenting and Maintaining the Increment 2C Blueprint
- Defining and Assessing Recommended Operational Alternatives
- Documenting and Maintaining Business Case and Performance Measures
- Maintaining Business Requirements and Solution Concept of Operations (CONOPS)
- Providing Subject Matter Expertise

Each of these activities is described in further detail in the following sections.

Increment 2C Blueprint Task Management

This task element manages and coordinates the activities within the Increment 2C Blueprint WBS elements and includes, Task Order Planning, Control and Process Management. In addition, this activity includes objective 2 planning.

The task management activities include communicating with US-VISIT organizations, providing guidance to the delivery team, and coordinating activities across the Smart Border Alliance (SBA) Integrated Project Teams (IPTs). In addition, the task management activities include coordinating with other task orders, such as the Strategic Plan, to provide insight that helps build an integrated and cohesive blueprint that includes current and future program impacts.

This task element also addresses the administrative tasks for monitoring and controlling the blueprint activities. We provide weekly communication on the status of the program and monthly status reports to the directorate leads. Activities performed include:

- Manage Project Resources
- Monitor and Control Project
  - Cost
  - Schedule
  - WBS
  - EVMS
- Communicate Project Status
- Prepare for and conduct IBR and other program reviews

Also, included in this task element is planning for objective 2. This element reduces delays in moving forward with the next steps to develop a more detailed view of the 2C solution.

Document and Maintain Increment 2C Blueprint

This activity produces the Increment 2C Blueprint. The Increment 2C Blueprint defines the overall 2C , scope and solution across functional areas (Business Process, Systems Engineering, Facilities, Organization and Change Management, Transition, and Performance Measurement). The 2C Strategy developed as part of an Ad-Hoc task under Task Order 001, is an initial input to the Blueprint development process. The scope and approach defined in this document may change based upon more detailed analyses conducted during the Blueprint definition phase.

Building on previous Increment 2C work this task activity focuses on refining, or investigating and developing, answers to the following questions:

- Objective
- Why is 2C being deployed?
- What is the problem 2C will solve?
- How will 2C success be measured?
- Scope
- What traveler types are in scope?
- What POEs are in scope?
- Schedule
- When will the solution be deployed to each POE?
- When will the solution be deployed for each traveler type?
- Solution
- How are capabilities across each functional area focused and coordinated into a holistic and cohesive solution?

The blueprint is developed iteratively by defining, assessing, and modifying the solution at successively lower levels of detail. Through this collaborative and iterative process, cross-functional issues are identified, alternatives considered, and recommendations provided to DHS. The recommendations typically provide options across functional areas, for example,

- If vehicles do not slow to 40 MPH the exit tracking rate may be impacted. Potential cross-functional solutions may include:
  - **Systems Engineering:** Perhaps there are other Radio Frequency Identification (RFID) capabilities that would address this issue.
  - **Facilities:** There are natural slow down points at many POEs
  - **Deployment:** Initial phased implementation can focus on POEs with natural slow down points
- Does RFID on entry provide effective return on investment? Potential cross-functional answers may include:
  - **Strategy:** We want to increase the number of foreign nationals within the scope of US-VISIT, should we modify traveler scope?
  - **Business Case:** If the number of travelers in scope for entry is low, will the benefits justify the RFID deployment expenditures?, We need further analysis on the number of travelers in scope and the benefits of focusing on these numbers.
  - **Deployment:** US-VISIT may be able to increase the scope of travelers with minimal impacts to our deployment schedule. We can determine the schedule impacts of increasing traveler scope.
  - **Business Process:** But, if we increase travelers in scope we may impact primary processing time. So we need to further analyze this option.

These are high-level examples of the blueprint process. At each successive level of detail similar issues arise with potential alternatives. The cross-functional solution definition and analysis enables us to identify potential issues early and fully define the solution prior starting detailed design.

By creating the 2C solution collaboratively across functional areas, we align the solution with each functional area. For example, by including the business case team in the integrated efforts

we align our solution with the US-VISIT budget office and the Strategic Plan business case effort, while validating the cost benefit of 2C. In a similar way, our solution aligns each functional area and the corresponding US-VISIT directorate.

The Increment 2C Blueprint is developed incrementally over the two phases of Objective 1 identified in the SOO.

- **Objective 1 Planning Phase.** During the planning phase, the SBA creates the preliminary Increment 2C Blueprint to a level of detail that defines an approach to deliver the Increment 2C solution. The blueprint team has two roles; the first is to define the business solution, including the business process flows for the five core Increment 2C processes: RFID registration, primary inspection for vehicle, primary inspection for pedestrian, vehicle exit, and pedestrian exit; the second is to coordinate cross-functional efforts to determine the impacts across functional areas.
- The 2C CONOPS, developed during the week of August 30th 2004, is an input for the first iteration of this process . The Blueprint team facilitates cross-functional analysis (as described above) to develop a preferred solution. As the solution evolves the 2C CONOPS and the corresponding business process flows also evolve.
- The preliminary solution definition document, integrates the capabilities and key findings from each of the teams involved in the Increment 2C solution definition: the Increment 2C Blueprint team, System Engineering team, Deployment team, and the OCM team. The Preliminary Blueprint identifies the Increment 2C scope, strategy, and timeline.

At the culmination of the planning phase, the SBA conducts a Increment 2C preliminary Blueprint milestone review. At this meeting, the SBA Increment 2C team presents to the Government and key stakeholders the Increment 2C Blueprint and works with the Government to determine the next solution definition steps. This preliminary 2C blueprint provides the 2C solution information (e.g. 2C Objective, Scope, Schedule, Solution defined across functional areas) to support cross-directorate discussions within the US-VISIT Program Management Office and to support cross-government 2C status communication.

- **Objective 1 Definition Phase.** During the definition phase, the Increment 2C Blueprint is updated and enhanced based on feedback from the milestone review. The Increment 2C Blueprint is also detailed further, defining the approach and process flows for secondary (non-core) processes such as exception processing (e.g., lost RFID tokens). The final 2C blueprint provides the 2C solution information (e.g. 2C Objective, Scope, Schedule, Solution defined across functional areas) to support cross-directorate discussions within the US-VISIT program management office and to support cross-government 2C status communication.

One of the major risks is that the US-VISIT strategic plan (Task Order 005) and the Increment 2C Blueprint are being developed concurrently, rather than sequentially. To mitigate this risk, SBA maintains a close relationship between the two teams. The leads of the Increment 2C blueprint and the strategic plan teams maintain a close working relationship by reviewing interim work products, participating in interim reviews, and coordinating any updated information with their teams. Additionally, the 2C Blueprint addresses how it fits into the overall strategic plan and identifies areas that deviate from the strategic plan along with the rationale (e.g., a particular technology for a later component of the strategic plan is not available to meet the immediate

Increment 2C business requirements). Furthermore, the Strategic Plan specifically reviews any ongoing or planned activities to assess its alignment with the overall strategy and make recommendations to align other activities with the strategic plan. In this way, we reduce the integration risk between Increment 2C and the strategic plan.

Define and Assess Operational Alternatives

In this activity, the Increment 2C Blueprint team identifies, assesses, and recommends operational alternatives for implementing the Increment 2C solution. The operational assessment focuses on how Increment 2C business processes impact the CBP officers, other port and support personnel and the traveler. The recommendation considers how Increment 2C can best maximize business objectives, maintain operational achievability, and serve as input to the Increment 2C Blueprint activity.

The first step of this activity is to, collaboratively with the Government, assess the as-is process for those areas most impacted by Increment 2C: the primary and secondary inspection processes; the I-94 issuance and re-admittance processes; and the entry/exit record association process. Starting with the process flows described in the Increment 2C Business CONOPS (developed in August of 2004), the Increment 2C Blueprint team adds an additional level of detail to those processes in the assessment.

The second step of this activity is to identify operational alternatives for each of the above processes, as well as the new business processes introduced in Increment 2C: RFID token issuance, RFID-assisted entry, and RFID-assisted exit processes. The Increment 2C Blueprint team assesses each alternative for its ability to meet and maximize Increment 2C business objectives while balancing operational achievability. The results and recommendations are presented to the Government for the final decision and documented in the Operational Alternatives Assessment.

In order to obtain an understanding of the current land POE environment, site visits are requested. These visits shall allow the SBA to understand the business processes in more detail, as well as observe the constraints and issues at the land ports. SBA can also assess the potential operational alternatives in the context of actual POE operations.

Document and Maintain Business Case and Performance Measures

In this activity, the business case team, collaboratively with the US-VISIT budget office, constructs the Increment 2C business case and defines the Increment 2C benefit performance measures. Similar to our process for maintaining alignment between increment 2C and the strategic plan, the 2C business case and the strategic plan business case activities are coordinated to reduce the integration risk.. Through the SBA Business Architecture Integrated Project Team, the 2C and Strategic business case teams are managed centrally and have frequent meetings together to synchronize the two efforts. The Increment 2C business case provides the required investments and total returns and analyzes the financial and non-financial effects of the project over time.

Both the business case and solution performance measures described in the SOO cover many areas. The business case team integrates each individual component from the cross-functional teams, for example, systems engineering provides the systems development costs; and documents the enterprise architecture, security, and privacy alignment to support input into the

OMB 300 process. The final business case is a cohesive document providing input to support the development of the OMB 300.

The cost benefit analysis components of the Increment 2C business case are developed in a 4-step process, described below.

Step 1: Business Case Design and Functionality

This activity supports the development of a financial model reflecting the economics of the preliminary solution, as well as a related set of benefit performance measures.

The business case team establishes an operational model that defines:

- Cost variables, both capital and life cycle operations and maintenance (O&M), and the high-level design elements to which they are linked
- Benefit variables, including security effects, facilitation effects and efficiency effects that pertain to the aims and outcomes of Increment 2C
- Performance measures that relate benefits to costs so as to indicate value for money and that can be employed to populate OMB 300 reports
- Specific variables to be tracked to measure the realization of performance in relation to stated targets

The model framework established under this task also facilitates the business case examination of detailed technical alternatives under Objective 2.

Step 2: Identify the Baseline

Task Order 006 requires the definition and assessment of technical alternatives to achieve the required capabilities of Increment 2C. Using the business case model developed under step 1 above and the specific procedures defined in the identification of the baseline part of the business case development process, SBA performs the following activities:

- Establishes and quantifies the baseline (As-Is), including justified forecast of the baseline over the Increment 2C life cycle
- Establishes a quantitative and risk adjusted life-cycle analysis of costs, benefits, financial outcomes and business case (value for money) outcomes relative to the baseline
- For the baseline and each technical alternative, engages key client stakeholders in the due diligence of data elements, assumptions, risk assessments and outcomes of the business case analysis process
- Facilitates the choice of a preferred alternative in relation to costs, environment, environmental compliance, benefits, risks and final outcomes as defined by business case criteria
- Facilitates the design and choice of tracking technologies and procedures for tracking and reporting business case performance (costs, benefits, value for money)

Step 3: Benefit and Cost Measurement

Task Order 6 requires a proof of concept evaluation plan. Accordingly, SBA performs the following activities:

- (Re)estimates the business case model for the preferred alternative based on data from acceptance tests

- Helps identify any architecture or business process design modifications or refinements warranted by business case outcomes above
- Tests the measurement plan relating to benefit performance measures and executes any warranted modifications or refinements
- Note: There are alternative and architectural decisions that may be made after the business case is complete. The business case addresses this scenario with quantitative measures and probability analysis to consider potential impacts to our assumptions. As those decisions are completed, the business case can be updated to reflect the new realities of those decisions.

Step 4: Plan for Business Case Tracking

In relation to the business case and tracking process, SBA develops an approach and a plan to track and update the business case over the lifecycle of Increment 2C to measure the realization of the benefits. The plan describes the cost, benefit and business case measurement and tracking tools and procedures at land border ports of entry, at secondary areas, and at inbound and outbound traffic lanes. During Objective 1, efforts focus on defining the approach and plan for tracking the business case. Performing and reporting on the measures, per the plan, as Increment 2C is developed and deployed are covered by subsequent objectives.)

Each of the above four steps occur sequentially, with a work product provided that at the end of each step that describes the results. As a final deliverable, the SBA delivers an integrated business case and performance measurement definition document, with the contributions from each of the teams as identified in Table 2.1.2.5-1.

Maintain Business Requirements and Solution CONOPS

This activity supports updating the Increment 2C Business Requirements and Solution Concept of Operations. These documents are currently being drafted as part of an Ad-Hoc task under Task Order 001. Based on analysis and decisions made during the Increment 2C planning and definition phase, SBA expects that each of these documents are impacted, and must be updated, to reflect the Increment 2C solution definition.

Following the completion of the milestone review, the Increment 2C Blueprint team updates each of these documents accordingly. The revised documents are reviewed by the IPTs prior to submission to the Government.

Provide Business Expertise

This activity includes the effort of border management experts supporting activities in this task order. These individuals use their experience from prior border and customs leadership roles to provide insight and perspective to teams working on Increment 2C activities and to review work products being developed prior to their submission to the Government.

These border management experts provide complementary strategic and operational perspectives to the Increment 2C activities, thus reducing the impact to current Government resources. At a strategic level the subject matter experts provide the CIS, CBP, ICE, and DoS perspective throughout our solution development process. This provides general guidance to the solution development efforts and speeds the identification of alternatives and appropriate recommendations for the Government to consider. Similarly, they provide general guidance on operational issues. This helps us understand the general operational environment, the limitations, constraints, obstacles, and opportunities. However, for current and detailed understanding of the

CBP, CIS, ICE, and DoS environment, the SBA seeks information from current DHS and Government resources. We anticipate minimal involvement from CIS, ICE, and DoS, however, due to the cross-Government nature of the US-VISIT program, insights on their operational involvement may be required.

While the input from border management subject matter experts reduces our solution definition time, they are not a substitute for Government resources. The Government is our primary source for the current operational environment and is available on an informal collaborative basis. Additionally they provide final decisions on key solution alternatives, and have final approval on the overall strategic and operational solution and approach.

Mission Needs Statement

The Increment 2C Mission Needs Statement (MNS) expresses in broad operational terms the objectives of Increment 2C and its contribution to the DHS mission.

It describes, at a high-level, the current operational deficiency that Increment 2C is addressing, and major decision factors leading to the Increment 2C solution strategy. The MNS discusses why non-material (e.g., policy changes) are not adequate to correct the deficiency, and identifies potential alternatives. The MNS provides boundaries to Increment 2C in terms of resources (costs, timeline, and priority among other DHS initiatives) and the operational environment. To the extent possible, the Increment 2C MNS demonstrates alignment with the goals and objectives identified in the DHS Enterprise Architecture strategic plan.

The SBA Increment 2C Blueprint team develops the Increment 2C Mission Needs Statement, working closely with the US-VISIT Chief Strategist office.

2.1.3 Organizational Change Management

In addition to technological change, Increment 2C impacts a number of different user and stakeholder groups. In addition, changes to entry and exit processes impact standard operating procedures and introduce new steps in activities being performed by both CBP officers and travelers. Understanding how the Increment 2C changes impacts the organization is critical in determining how to prepare the workforce and travelers to adopt these changes and allow for a smoother, less disruptive period of migration to the targeted state of operation. The Increment 2C solution achieves full benefits only if internal and external groups are prepared to accept the operational changes associated with the solution. The Increment 2C Organizational Change Management (OCM) team works collaboratively with the US-VISIT directorates including Mission Operations, Administration and Training, and Outreach Management, as well as other designated parties, to address many of these 'people oriented' components of the Increment 2C solution.

During the Plan and Define phase, the Increment 2C OCM team works with the US-VISIT directorates to develop an OCM Approach that examines the proposed solution and its organizational impacts. The approach outlines the OCM activities that are conducted and which groups conduct these activities during the remaining phases of this increment. Examples of OCM activities are a workforce analysis, gap analysis, training planning, and communication and outreach planning.

The Development of the OCM Approach includes the following tasks:

- Review Increment 1 and 2B materials including training plans and materials, communication plans and materials, impacted operating procedures, and job descriptions, in order to identify opportunities to use existing standards, processes, and channels.
- Work with the Outreach directorate and existing contractors to review existing stakeholder information and augment this information to customize this analysis and make it specific to the Increment 2C solution. The revised Increment 2C stakeholder analysis should document internal and external stakeholder group issues, concerns, and anticipated benefits. Stakeholder input collected during this analysis provides a basis for determining which OCM activities are appropriate for this increment.
- Collaborate with US-VISIT to develop an OCM impact assessment framework and to gather preliminary impact information based on the preliminary solution. Preliminary impact information, coupled with stakeholder input, provides further guidance to identify appropriate OCM activities for Increment 2C and their timing. Preliminary impact information is validated during later phases of this increment when solution designs are available.
- After determining the preliminary impact, the SBA recommends an appropriate strategy or a variety of strategies for the different constituencies to address the identified impacts. Sample strategies and activities that are evaluated include organizational impact assessments, gap analysis, workforce analysis, additional communication planning, training, and end user involvement. The SBA works with US-VISIT to develop an increment specific plan. The plan augments existing plans with recommendations that are derived from this analysis.
- Collaborate with US-VISIT and the Deployment team to integrate these OCM activities into the overall planning and logistics defined within the Increment 2C Deployment Management Plan.

The Increment 2C OCM effort identifies the coordinated activities to mobilize and align DHS leaders; prepare and equip the workforce; and engage stakeholders around new policies, processes, and tools. The Increment 2C OCM effort also helps the US-VISIT program to anticipate, plan, and manage change.

2.1.4 Deployment Management

Deployment

Upfront and collaborative planning is necessary to prepare for and execute a successful and efficient Increment 2C deployment. The deployment planning effort entails identifying and defining the approach for deploying the Increment 2C solution into operations at the land Ports of Entry (POE), as well as, identifying the core processes required to perform the implementation. The planning effort defines an implementation approach that represents not just a technical hardware rollout, but a transition to a new business solution impacting people, processes, and technology. Deployment planning requires integration and coordination with the systems engineering components to validate and confirm that the technical solution can become operational and usable in the field. The deployment planning activities help to define and shape the solution design, development, and implementation.

Deployment is composed of the following activities: business transition, technical deployment, implementation and cross-program coordination, and facilities management. Planning for the entire transition process requires coordination across of these components, as well as

coordination across the Integrated Product Teams (IPTs). Deployment planning also includes integrating and working with the Increment 2C Business Architecture, OCM, DDT, and AD/SEIT teams to shape the overall solution. Key deployment activities to be completed during the plan and define phase are listed below:

- **Materials review:** Reviewing the Increment 1 and 2B materials to obtain a baseline understanding of how deployment activities are being completed for previous and ongoing increments. Becoming familiar with prior approaches allows for the reuse of successful processes and for the improvement of others.
- **Business transition definition:** identifying and defining the tasks required to manage the personnel side of a large scale transformation program. These tasks include supporting and working with the CBP Field Offices to inform and educate the CBP officers on the Increment 2C solution and schedule, obtaining buy-in at various management levels (national, Field Office, and POE), and identifying key resources that can support the field deployment efforts. Business Transition activities also include working with the Increment 2C Blueprint team to coordinate the rollout of the new business processes resulting from the Increment 2C solution definition.
- **Technical deployment definition and facilities requirements identification:** identifying and defining the field activities for the technical deployment and installation of the Increment 2C solution. These activities include, but are not limited to:
  - Asset/infrastructure management
  - Packaging and distribution
  - Installation
  - Configuration
  - Site verification testing
  - Data preparation/Conversion

Planning these activities helps to validate that the Increment 2C equipment and infrastructure components can be procured, warehoused, kitted, tested, shipped and installed to meet performance and schedule expectations.

Technical deployment planning activities also include supporting the US-VISIT and the SBA Facilities teams in coordinating the Increment 2C facilities activities. Facilities modifications typically involve long lead times and require coordination across multiple organizations. Changes must also comply with NEPA and other regulatory requirements. Significant facility changes can be costly and may have a high impact to daily operations.

To identify the changes, the technical deployment team drafts the facilities requirements used to build the Increment 2C Facilities Plan. Additionally, the technical deployment team supports the Increment 2C Business Architecture team develop an integrated solution that takes into account the requirements and constraints of the facilities changes.

- **Pilot planning and evaluation:** preliminary planning for the solution pilot. This planning activity includes supporting the US-VISIT Office of Facilities and Engineering Management and the Increment 2C Business Architecture teams in identifying the pilot site selection criteria, as well as supporting the teams in identifying the criteria to measure the effectiveness of the pilot for use in a full scale national deployment.

- **Implementation coordination:** Coordinating and integrating the transition and technical deployment activities into a working timeline or high-level schedule. Implementation coordination involves developing an understanding of the deployment lead times, interdependencies of activities, and critical path items. It involves planning and designing a transition roadmap, which outlines the sequence and order of the major field and central support activities (e.g. Management, Preparation and Organization, and Readiness activities).

Implementation coordination also encompasses the preliminary research and identification of programs that could impact and/or be impacted by US-VISIT. The deployment planning effort accounts for other DHS and agency initiatives being implemented during the same time as US-VISIT. Cross-program coordination activities involve identifying and documenting these other programs and their high-level schedules, assessing each program's potential impact to US-VISIT, and assessing the probability of the identified impact occurring.

Finally, implementation coordination also includes security and privacy integration. The privacy activities focus on how and what personal information is stored in US-VISIT solution. The security activities are in place to validate that the POEs are conducting business operations according to secure guidelines, as well as to validate if the POEs are certified to be hazmat-free, physically secure, and in compliance with environmental regulations.

Deployment Management Plan

The output of the deployment planning period is the Increment 2C Deployment Management Plan (DMP). The DMP is an overarching plan that defines and integrates the deployment components into an integrated implementation approach. It defines the approach used for deployment, identifying the high-level increment roll-out strategy that details the major transition activities, dependencies, high-level dates, assumptions, constraints and risks. This plan serves as the foundation for developing more detailed deployment-related plans, processes, and procedures.

2.1.5 Systems Engineering

The Systems Engineering contains the necessary steps to complete planning (SE Plan) and requirements gathering (SE Define) for Increment 2C system capabilities. To complete these tasks we use SDLC-compliant deliverable templates. The templates are derived from those initially submitted with the Contractor's proposal, along with deliverables made available by DHS from the Increment 2B system solution. Due to the competing timelines of Increment 2C (TO 006) and the Program Level System Engineering Task Order (TO 004), it may become necessary to "fast track" particular deliverables, work products, and tasks in this Task Order (TO 006) before they are scheduled for submission under TO 004. The elements within this task order are the specific activities necessary to complete the planning and definition of Increment 2C system capabilities.

2.1.5.1 Systems Engineering Management

The management of systems engineering activities is aligned with the tasks, processes, and resources that have been defined via Task Order 004 – Program Level Systems Engineering. This task encompasses the necessary resources to manage the Systems Engineering efforts for Increment 2C, including solution architecture development, process documentation, and requirements gathering.

2.1.5.2   System Engineering Plan

2.1.5.2.1   Critical Studies and Technology

This element provides resources to conduct critical studies and prototype technology in order to determine the feasibility of development approaches for Increment 2C. The following studies are proposed for this task order:

- RF Feasibility Study
- Current System Feasibility Study
- POE Test Lane Environment

RF Feasibility Study

The SBA evaluates RF technologies and approaches to determine the feasibility of the use of RF at ports of entry (POEs) to track visitor entry and exit. This study includes the development of requirements for passive monitoring technology, evaluation of vendor offerings according to DHS-approved criteria, and the recommendation of a preferred vendor(s) for hardware and software to support Objectives 2 through 4. To facilitate the RF feasibility study, a POE test lane environment is constructed to evaluate multiple approaches and configurations. Through a vendor selection process, RF approaches are prototyped in the POE test lane environment. Given test environment constraints the SBA proposes the following options for completing the RF Feasibility Study:

- **Option A:** Using an existing SBA facility authorized for speeds up to 40 mph, establish a test lane environment to evaluate RF technology in multiple configurations.
- **Option B:** If during the business requirements definition phase it is determined that speeds in excess of 40 mph need to be supported, perform Option A and conduct the 60 mph test at a POE during the pilot phase (Objective 3).
- **Option C:** If during the business requirements definition phase it is determined that speeds in excess of 40 mph need to be supported, perform Option A and establish an additional test environment including the procurement of additional hardware and RF software, additional site licenses and permits. Procurement and construction of the second test site would occur during Objective 1; however, the tests of speeds in excess of 40 mph would be completed during Objective 2 and Objective 3.

Current System Feasibility Study

A feasibility study of current systems is performed during this phase to assess the scalability, performance, and evaluation of the technical infrastructure to support Increment 2C requirements including, but not limited to: GES, IDENT, ADIS, TECS, and the associated US Arrival components. Included in this study is an evaluation of data management requirements with the current systems and the review of existing RF initiatives and systems (i.e, NEXIS, SENTRI, and FAST). The results of this study define the Increment 2C architecture approach and application development strategy. The results also offer recommendations as to whether current systems are modified and what the necessary interfaces are to support new technical requirements.

POE Test Lane Environment

To facilitate the evaluation of RF technology and operational configuration approaches, a test lane environment is constructed to simulate a POE. This environment is used to evaluate the

feasibility of implementing RF to capture vehicle exit at land POEs while maintaining speeds up to 40 mph. The effort to build the test environment includes:

- Site selection and procurement to obtain final approvals for usage of existing site location
- Securing appropriate licenses and construction permits; including a FCC Part 90 license due to the anticipated RF frequency requirements
- Procurement of RF hardware and software, including those necessary for installation (captured in Bill of Materials)
- Weatherizing the RF equipment
- Construction of a two vehicle lane environment

Assessing the scalability to four lanes is addressed via analysis of test results. It is assumed that the procurement of a site is not required if for the purposes of the RF Feasibility Study, exit speeds can be assessed at up to 40 miles per hour. Effort for this task is estimated based on Option A described in the "RF Feasibility Study" section.

In order to meet accelerated schedule for the development of a pilot for Increment 2C, an existing facility is being modified to support the needs of the POE Test Lane Environment. Adaptations are needed to support the installation of RF antennas and readers in a simulated multi-lane environment. At the conclusion of Increment 2C the location needs to be returned to its original state and intended use. The estimate in the BOM is a conservative estimate. As with other elements in the BOM (i.e, FCC Licensing costs) further refinement has resulted in significant reduction in the projected cost. In addition, the SBA obtains an experimental use FCC Part 90 Site License. The approval cycle for the experimental license supports the schedule for Objective 1.

2.1.5.2.2 Develop Increment 2C Solution Architecture

Develop Increment 2C System Development Plan

The Increment 2C Solution Architecture provides the framework for designing, developing, testing, and deploying the Increment 2C solution. The processes and deliverables necessary for developing this increment is aligned with the ICE SDLC augmented with SBA best practices. The Increment 2C Project Plan is utilized as the draft Increment 2C System Development Plan. This plan provides the context for developing and delivering the Increment 2C Solution. Tasks and deliverables for the Increment 2C Solution Architecture complement the overall program level Solution Architecture outlined in Task Order 004.

Define Increment 2C System CONOPS

The Increment 2C System Concept of Operations (CONOPS) is provided in accordance with the ICE SDLC. The SBA development approach includes the definition of several Solution Architecture Blueprints that are provided as the deliverable for the Increment 2C CONOPS. Components of the Solution Architecture Blueprint include the Technology, Application, and Data blueprints. A Technology Blueprint is created, specifying which tools are needed for developing and executing the solution. The Application Blueprint contains the solution requirements, the methods, and processes for meeting the requirements. Finally, the Increment 2C Data Blueprint is created to specify the necessary capabilities of the Increment 2C Solution Architecture. Processes and products are specified so that Increment 2C Solution Architecture can successfully manage entry/exit data from inception to storage to analysis.

Use Cases are developed to define system processes and interactions to enable complete and correct testing of the Solution Architecture.

2.1.5.2.3 Define Acquisition/Procurement Plan

The Acquisition/Procurement Plan details the procurement strategy for Increment 2C activities. The Acquisition/Procurement Plan outlines the physical asset procurement process for the project. The Plan, which is applicable to both technical and non-technical areas of the project, contains a high-level overview of the procurement process and a description of each step. This document supports the project management team and tracks the procurement process for physical assets and validates that the correct physical assets are ordered, received, verified, and deployed. The Acquisition/Procurement Plan already exists; therefore, the 2C Systems Engineering and Integration Team (SEIT) enhances the plan and uses it to manage the procurement process and to track the hardware and software orders to make sure they are received and verified in a timely manner. This plan is given to the SEIT team that is supporting the Systems Engineering task order to be maintained and followed.

2.1.5.2.4 2C Process Development

The Increment 2C Design Develop Test (DDT) team begins the plan and define phase of work by outlining the processes necessary for developing and managing requirements, designs and configuring the tools necessary to complete these processes. This task is a "fast track" of the requirements, design, and technical architecture process development planned for in the Systems Engineering Task Order. The "fast-track" of this task is for elements specific to Increment 2C deliverables used as inputs to program level processes and allows us to allocate the appropriate resources, regardless of the schedule for TO 004.

The processes, procedures, tools, and templates that are required to support Increment 2C are developed to support the existing ICE SDLC. The expectation is that the output from this task supports the Systems Engineering effort. This task only focuses on the processes, procedures, tools, and templates for the requirements and design phases. The 2C DDT team works with the US-VISIT Systems Engineering team to tailor the ICE SDLC to define the appropriate deliverables that are developed to support Increment 2C. We provide a risk analysis and mitigation strategy that identify impacts of tailoring out specific deliverables from the SDLC and how we mitigate any risks. The 2C DDT team modify the existing ICE templates to support Increment 2C.

2.1.5.3 Systems Engineering Define

2.1.5.3.1 SE Requirements Definition

Once the processes and tools are ready, the functional and technical requirements are gathered for Increment 2C. In order to gather technical requirements, several assessments are performed to evaluate criteria related to human factors engineering, performance engineering, reliability, maintainability, availability, and security. Guidelines are established for each type of technical requirement, and along with the assessment, become the basis for documenting technical requirements.

Technical Requirements Definition

Technical requirements are defined based on the application development strategy described in the Solution Architecture Blueprint, Increment 2C System CONOPS, and results of the RF Feasibility and Current System Feasibility Studies. The technical requirements also include:

- Human Factors Engineering
- Performance Engineering
- Reliability, Maintainability, and Availability
- Input for Continuity of Operations Planning
- Increment 2C Security Requirements
- Network Requirements

Application Requirements Definition

A Functional Requirements Document is developed that documents the functional as well as the technical requirements that are developed in the Technical Requirements Definition task. The Increment 2C DDT team uses the Increment 2C Business CONOPS, Increment 2C Business Requirements, Increment 2C Systems CONOPS, Current System Feasibility Study and vendor requirements defined during the RF Vendor Selection process as a starting point to drive out more detailed functional, data, content and quality requirements These requirements are documented in a requirements management tool and exported into a Requirements Traceability Matrix (RTM). The RTM maps the functional and technical requirements back to the business requirements and Use Cases. The Functional Requirements Document is developed prior to the completion of the RF Feasibility Study. There is not expected to be any impact to the Functional Requirements because the vendor requirements are incorporated and used as a starting point for the development of the Functional Requirements Document. One of the outputs from the RF Feasibility Study is to validate the requirements defined during the RF Vendor Selection process.

The Increment 2C DDT team also defines the user interface approach. The user interface approach:

- Confirms, expands and refines the application requirements
- Determines the size and complexity of the user interface that needs to be developed
- Determines design approach, including how many iterations of user interface design and evaluations are needed and what tools are used
- Plans the number of users that are needed to participate in the design activity
- Provides key information needed to estimate the user interface design effort

2.1.5.3.2 Define Conceptual Model

A conceptual data model is developed to create a straw-man data architecture that translates and communicates application requirements into data-specific subject areas. The model provides a basis for estimating downstream data-related activities including data modeling, technology selection and configuration and data conversion efforts in the design and build application activities. The data requirements defined in the Application Requirements Definition task is an input into this task. Major data entities and relationships are identified and documented in the Conceptual Data Model Diagram. The Conceptual Data Model Diagram is a high-level model that is an input into the design phase logical database design.

2.1.5.3.3 Develop Testing Strategy

The Increment 2C DDT team develops the Increment 2C Testing Strategy. This strategy determines the critical project paths, determines the points where the deliverable or outcome is verified, validated or tested, determines the objectives and exit criteria for each verification, validation and test, and determines the teams or people responsible for each verification, validation and test. The Testing Strategy also identifies and documents the testing approaches that are used to support Increment 2C.

2.1.5.3.4   Technical Architecture Definition

The Technical Architecture Definition identifies the technical environment specification for the Increment 2C solution. It includes requirement specifications for the technical and application architectures specific to the Increment 2C solution, taking into account the inclusion of new technologies such as RF, a Total Cost of Ownership (TCO) analysis, and a Technology Implementation Plan.

This TCO analysis provides the understanding of the current and proposed IT Infrastructure expenditure. This enables the program/project to control and make appropriate decisions regarding the required IT investments in infrastructure. A TCO Strategy (incorporates a TCO Model) provides a continuous process of measurement, simulation, and improvement of IT expenditure.

The Technology Implementation Plan is the roadmap for achieving the implementation objectives and realizing benefits. The Technology Implementation Plan documents the approach to be taken to such aspects of the implementation as configuration management, contingency, financial management, vendor management, problem, issue and risk management, and quality management.

The SBA provides recommendations to the Government on how to support Operations and Maintenance for IT infrastructure including organizational responsibilities other than US-VISIT at a high level. Additional detail is determined in Objective 2 of this task order.

The additions to the related architectures and associated documentation are designed to complement the overall program level architecture processes outlined in Task Order 004 and are made specifically for Increment 2C.

2.1.5.3.5   Functional Requirements Review

The Functional Requirements Review (FRR) provides US-VISIT with an understanding of the requirements for Increment 2C. These requirements are written to support detailed design of the proposed solution. The FRR is a transition point between the requirements and design phases. The following deliverables are reviewed during the FRR:

- Functional Requirements Document (including Application, Technical, and Security Requirements)
- Requirements Traceability Matrix
- System Workload Analysis Document
- Interface Control Document
- Data Management Plan
- System CONOPS

2.1.5.3.6 Performance Engineering

The Performance Engineering team performs the following tasks to support Objective 1 of Increment 2C:

- **Performance Engineering –** Includes performance management framework, key performance indicators, and performance measurement methods and tools to verify system performance before production and verify scalability once in production.
- **System Workload Analysis –** Analysis of end-to-end transactional size and volume.
- **Performance Requirements Assessment –** Review legacy system performance, determine impacts and constraints on the solution resulting in the solution business requirements.
- **System Workload Analysis Specification –** Characterizes transactional size and volume for new technology components in the solution.
- **Performance Requirements Definition –** The key performance requirements for major systems components and development of end to end system performance requirements.
- **Identification of inputs for the POE simulation –** Define and analyze input and output parameters for systems performance from a POE point of view. Define key functional relationships and data sources.

2.1.5.3.7   Data Management

SBA produces the US-VISIT 2C Data Management blueprint which incorporates the following:

- **Data ownership –** Data within the domain belongs to the entire domain (i.e. not a person or single department). Custodians of the data are identified and made responsible for maintaining data. This includes security and privacy concerns.
- **Interface Control –** This consists of several elements.
  - Consistent Business rules are applied uniformly across the domain to enable each entity to interpret the outcome uniformly
  - Data standards are identified and then enforced throughout the domain
  - Data Standards: like data elements have the same properties.
  - Data Naming Conventions: Common terminology is uniformly applied and used in development and communications with both internal and external stakeholders
  - Data Lifecycle: The life and status of data when it enters the system, leaves the system and endures in the system.

Implementation of US-VISIT Increment 2C Information Management is primarily based upon a set of common operating principles, common data standards, a collection of program-wide datasets, and a core set of data delivery applications. The primary work products from the US-VISIT Increment 2C Information Management Program cover the following general business and technical areas:

- Define Conceptual Functional Data Management Requirements
- Identify Major System Entities
- Identify Major System Relationships
- Develop Conceptual Functional Data Management Project Plan
- Validate Conceptual Functional Data Management Project Plan

The Data Management blueprint created as part of this task order is different from the Data Management Strategic Plan being developed under the Strategic Plan task order (TO 005) in several respects. The plan in TO 005 is a high-level plan that addresses an overall data management framework at the program level to be used on subsequent capability releases of US-

VISIT. The blueprint created in this task order is specific to Increment 2C and provides more detail than the plan in TO 005, as necessary to continue on with other activities in this Objective and subsequent objectives in this task order.

2.1.5.3.8   Security

The purpose of the Security activities for Objective 1 of TO 006 is to lay the groundwork for the systems involved in supporting Increment 2C to achieve final security accreditation and operate at an acceptable level of risk when the capabilities developed under this TO are deployed and implemented. Security efforts in Increment 2C incorporate and build upon the security efforts implemented in Increment 2B: security efforts for Increment 2C are implemented around new devices and systems required as part of the Exit process, particularly the RFID implementation.

In order to accomplish this purpose, it is necessary to obtain available up-to-date security certification and risk assessment documentation on ADIS, TECS, and IDENT. Together with information on the securability of the new capabilities planned for deployment in Increment 2B, SBA can use the aggregation of this security information to define a set of 2C Security Requirements, to update the US-VISIT IT Security Plan, and to begin an Increment 2C Risk Assessment. These provide the basis for preparing Security Certification & Accreditation documentation for Increment 2C under Objective 2 of this Task Order.

Other important Security activities under Objective 1 include conducting a security engineering analysis of proposed RFID products and other technologies being considered for realizing the desired capabilities of Increment 2C, as well as evaluating the physical security of facilities in which Increment 2C functionality is deployed.

Furthermore, SBA defines a set of Continuity of Operations Requirements to provide the basis for the development of a comprehensive Continuity of Operations Program under Objective 2.

2.1.5.3.9   Privacy

SBA conducts an Increment 2C-specific privacy risk assessment during the planning and definition phase of this Increment consisting of identifying the legal requirements for such assessments, evaluating privacy risk during the planning/definition process, identifying mitigation strategies, and assisting with the integration of selected mitigation strategies into the planning and definition documents. As part of the privacy planning activities, SBA provides input to the privacy impact assessment (PIA), which describes the risk assessment process and outcomes for this phase of Increment 2C. Finally, at the end of this phase of the increment, SBA reviews the Privacy Act system of record notices (SORNs) that govern US-VISIT and provides recommendations for updates. SBA also recommends timing for such updates in light of the increment's deployment schedule. These results are made available for the Exhibit 300.

3.0   Government Resources

Figure 3-1 details the Government furnished information and systems required for this task order. The Government has indicated that some of the SBA requested information may not exist or be ready in time for the tasking. If and when the Government specifies that this is true for a particular SBA information request, the SBA works with the Government to identify alternative information sources, or recommends assumptions for Government approval in lieu of the information.

3.1   Government Furnished Information and Systems

Figure 3-1 details the Government furnished information and systems required for this task order. The list below contains examples of key documents that are necessary inputs for Objective 1. For those documents that are not available, equivalent or draft information is requested. If this information is not available or there are significant gaps in information, potential exists for misalignment with approaches used for 2B and 2C. The Government has indicated some of the SBA requested information may not exist or be ready in time for the tasking. If and when the Government specifies that this is true for a particular SBA information request, the SBA works with the Government to identify alternative information sources, or recommends assumptions for Government approval in lieu of the information.

Type	Purpose
Information	
Training Standards	To gain an understanding of current training processes, procedures, and contacts
US-VISIT Communications Plan (Internal, External, and Visa Waiver Program) and Stakeholder Analysis	To gain an understanding of the current stakeholders and how the plan can be augmented for the specific needs of the Increment 2C solution
Information about impacted organizations such as CBP, ICE, CIS (e.g. organization charts and role descriptions)	To gain an understanding of current organizational structures of impacted organizations
Increment 1 and 2B training and communication material	To gain an understanding of past training and communications efforts in order to learn from US-VISIT's successes
Elements from the US-VISIT Strategic Plan	To become familiar with current US-VISIT materials and future strategy
Elements from the US-VISIT IT Strategic Plan	To become familiar with current US-VISIT materials and future strategy
Elements from the US-VISIT Interim Facilities Strategic Plan	To become familiar with current US-VISIT materials and future strategy
Elements from the Initial Land Border Solution (ILBS)	To understand and confirm the mission and scope of Increment 2C
Increment 2C Mission Operations Process Concept Document	To understand and confirm the mission and scope of Increment 2C
All documents associated with the Increment 1 and 2B implementations	To understand the Increment 1 and 2B solutions and implementation approaches

Type	Purpose
DHS or US-VISIT Policies relevant to privacy analysis	To inform privacy analysis process.
Current or draft Privacy Impact Assessments (PIAs) and system-of-records notices (SORNs) applicable to US-VISIT	To inform privacy analysis and to serve as baseline for updated PIA/SORNs necessary for increment 2C
Increment 2B system design and other documents	To inform privacy analysis
Security Documentation on existing Increment 2B Systems Policies Plans Interface control documents or SLAs for attached systems and general support systems Functional Requirements Documents CONOPS Privacy Impact Assessments System of Records Notice System Certification and Accreditation Documents	Background for completion of Increment 2C security planning and risk assessment documents
Facilities Information	The Government will supply access to facilities information from available sources, including: ▪ Traffic, Operational, and Technical Models ▪ Geographic Information System (GIS) Studies ▪ Environmental Compliance Studies ▪ Space Utilization, Legal Boundary and Utility Surveys ▪ Costing Data ▪ Scheduling Parameters
Increment 2B System Development Plan	To leverage any relevant content and expertise
Increment 2B System Concept of Operations	To leverage any relevant content and expertise
Increment 2B Use Case Models	To leverage any relevant content and expertise
Increment 2B Acquisition/Procurement Plan	To leverage any relevant content and expertise
Increment 2B Requirements Development and Management Plan	To leverage any relevant content and expertise
Increment 2B Human Factors Engineering Guidelines	To leverage any relevant content and expertise
Increment 2B Performance Engineering Plan	To leverage any relevant content and expertise
Increment 2B Reliability, Maintainability, and Availability Guidelines	To leverage any relevant content and expertise

Type	Purpose
Increment 2B Security Plan	To leverage any relevant content and expertise
Increment 2B Functional Requirements Document	To leverage any relevant content and expertise
Increment 2B Requirements Traceability Matrix	To leverage any relevant content and expertise.
Increment 2B Interface Control Document	To leverage any relevant content and expertise
Increment 2B Data Management Plan	To leverage any relevant content and expertise
Increment 2B Security Test Plan	To leverage any relevant content and expertise
Increment 2B Development Test Plan	To leverage any relevant content and expertise
Increment 2B Technical Architecture Specifications	To leverage any relevant content and expertise
Increment 2B Application Architecture Specifications	To leverage any relevant content and expertise
Information regarding existing RF initiatives and systems to include, but not limited to: NEXIS, SENTRI, and FAST	To leverage any relevant content and expertise
Global Enrollment System Documentation	To leverage any relevant content and expertise
DHS Methodologies	Access to the existing DHS Enterprise Life Cycle Methodology and SDLC (Requirements, Design Build and Coding Standards)
DHS Technical Support Approach and Policies	To gain a thorough understanding of existing technical support policies within DHS
DHS Development Standards	For access to DHS Configuration Management (CM) and Quality Assurance (QA)
Critical Technology Trade Studies	For detailed designs and evaluations of critical technologies used within DHS
Legacy System Modeling and Data	Past performance evaluations for DHS current systems
Test Plans	Test plans for legacy systems and previous Increments are needed for evaluation and planning
Interface Control Documents (ICDs) and Interface Requirements Documents (IRDs)	ICDs and IRDs will provide detailed legacy system documentation for communicating systems within DHS
Access to Existing Disaster Recovery Plans	For evaluation of current disaster recovery procedures within DHS
Technical Architecture Documentation	Access to documentation for DHS applications and COTs products
Systems and Architecture Information	Detailed designs, code and concept of operations documentation are needed

Type	Purpose
Current Operations Data	For design and architecture purposes, operations monitoring tools, reports, manuals, processes and architectures are needed
Operations Materials	System operations requirements, detailed design, tools and processes are needed for task order preparation
DHS EA and HEAF	As much of these as exists, including consultation from the DHS EA team to help the US VISIT team understand the EA and HEAF and fill in any gaps that remain in the documentation. This is to verify that the Target Solutions Architecture properly fulfills the DHS EA
Documentation on the As-Is Solutions Architecture	It should include Data, Applications, and Technology Architectures. This is to jump-start the As-Is assessment process and prevent the normally lengthy time required for this analysis
Documentation of existing Functionality Requirements, Operational Vision, and Conceptual Vision.	This is to verify that optimal use of the small IT Strategic Plan team by focusing their efforts on the Target and To-Be, rather than producing additional requirements

Figure 3-1. Government information and systems

3.2 Government Personnel Participation

Figure 3-2 shows the participation by Government personnel required for this task order.

Role	Description/Skills Required	Est. Staff Days
Subject Matter Experts (SMEs)		
Modeling and Simulation SME	Ability to meet with SBA to understand and collect system characteristics, iteratively develop model/simulation for 2C solution as it matures, and develop the model within the 2C timelines	5 days
US-VISIT Increment 2C Project Team	Assess, monitor and confirm Government expectations; support risk management escalation; review and approve deliverables; perform Government quality review and IBR; provide SME guidance; support work planning efforts and other project activities as required.	110 days
US-VISIT Privacy Officer & Staff	Consultation on privacy issues. Authority to make program decisions related to privacy. Manage interactions between the SBA and DHS Privacy Officer regarding consultation on privacy issues. Manage interactions between the SBA	1 day per week during performance period of Obj. 1

Role	Description/Skills Required	Est. Staff Days
	and DHS Office of General Counsel regarding consultation on legal issues	
Border Control SME (Inspectors or CBP Representative)	Deep understanding of entry, exit and re-entry processes	2-8 hrs/week for 1-2 months
Environmental Impact Assessment (NEPA) SME	Responsible for analyzing new entry, exit and re-entry processes and evaluating positive or negative impacts on environmental conditions	3 days
Outreach Directorate Representative	Understanding of needs and concerns of key trade and visitor-origin countries as they are key partners and allies in our mission	2-4 hrs/week for 1-2 months
Administrative Record (AR) SME	Ability to define AR requirements, provide templates/format for required AR information, and to collect and store AR information	2 days
Other Government Personnel		
Interagency Advisory Group	Time will be set aside during the regular monthly meetings of this group to hear deliverable presentations	1 hour per month (for duration of contract)
US-VISIT Personnel	Available to answer questions and provide clarification during assessments and development of the Increment 2C Blueprint	7-14 days
Field Personnel	Assist in collecting measures of port performance to support the business case development	4-8 hours at each of 5 different ports
US-VISIT OCM Resource	Knowledge and experience with the organizations that are impacted by the Increment 2C solution, for example CBP and ICE. Skilled in organizational change management	7-14 days
US-VISIT Communications/Outreach Resource	Knowledge and experience with the organizations that are impacted by the Increment 2C solution, for example CBP and ICE. Skilled in communications and outreach	7-14 days
US-VISIT Training Resource	Knowledge and experience with the organizations that are impacted by the Increment 2C solution, for example CBP and ICE. Skilled in training design and development	7-14 days
Increment 2C Deployment Resource	Ability to provide a program level perspective to the Increment 2C deployment planning effort. Ability to support, guide, and provide input into the Increment 2C deployment planning effort. Authority to make decisions that could impact Field Offices Organization, planning, and	6-12 days

Role	Description/Skills Required	Est. Staff Days
	management skills	
	Strong background in Legacy Customs and Legacy INS; Familiarity with the DHS CBP, and ICE cultures	
	Established contacts within the Field Office	
Field Office Representative (e.g. Deployment Coordinator)	Ability to provide a Field Office perspective to the deployment planning effort	6-12 days
	Ability to provide support, guidance, and input into the Increment 2C deployment planning effort	
	Authority to make Field Office level decisions	
	Organization, planning, and management skills	
	Strong background in Legacy Customs and Legacy INS; Familiarity with the DHS and CBP cultures	
	Established contacts within the Field Office	
Other Government personnel as yet unidentified	Personnel identified during course of privacy work whose knowledge or expertise is necessary to the performance of the privacy risk analysis.	Unknown

Figure 3-2. Government personnel participation

3.3   Government Facilities

Figure 3-3 lists the Government facilities required to execute this task order.

Type	Purpose
Access to land POEs, to be selected by the Government. Access to a data center in which Increment 2C equipment is installed.	To perform the operations alternatives trade, 1 day observation of operations and, at the discretion of the port director, interaction with port director and select inspectors. Physical security assessment as part of IT Security planning.
US-VISIT Program Management Offices	For SBA privacy analysis purposes.
Typical US-VISIT Secondary Inspection Workstations (2) (2B – Rollout Compliant)	For SBA development and testing purposes
Typical US-VISIT Primary Inspection Workstations (2)	For SBA development and testing purposes

Figure 3-3. Government facilities

4.0   Work Breakdown Structure (WBS) and Schedule

4.1   WBS

The WBS, summarized at level 5 in Figure 4-1, contains the project activities necessary to address the Government's objectives as defined in the US-VISIT Program Increment 2C Statement of Objectives. Attachment C contains the detailed WBS and Schedule. Attachment D contains our WBS Dictionary at level 5.

Our WBS is structured to allow the Government flexibility in adapting to change over the course of this task order. The structure of our WBS follows the guiding principles of the Software Engineering Institute (SEI) Capability Maturity Model Integration (CMMI)® by defining the scheme for organizing and identifying logical work packages into an interconnected set of manageable components.

ID	WBS	Task Name
1	1.6	TASK ORDER 006 US-VISIT Program - Increment 2C
2	1.6.1	Subtask1/Objective 1: Plan and Define
3	1.6.1.1	Task Order Project Management
4	1.6.1.1.1	Task Order Planning
5	1.6.1.1.2	Task Order Control (Core)
6	1.6.1.1.3	Task Order Process Management
7	1.6.1.1.4	Objective 2 Planning
10	1.6.1.2	2C Blueprint
11	1.6.1.2.1	2C Blueprint Task Management
12	1.6.1.2.2	Document and Maintain 2C Blueprint
13	1.6.1.2.3	Define and Assess Operational Alternatives
14	1.6.1.2.4	Document and Maintain Business Case and Performance Measures
15	1.6.1.2.5	Maintain Business Requirements and Solution Concept of Operations (CONOPS)
16	1.6.1.2.6	Provide Subject Matter Expertise
17	1.6.1.2.7	Mission Needs Statement
18	1.6.1.3	Organizational Change Management
19	1.6.1.3.1	Organizational Change Management Task Management
20	1.6.1.3.2	Document Organizational Change Management Approach
21	1.6.1.4	Deployment Management

ID	WBS	Task Name
22	1.6.1.4.1	Deployment Task Management
23	1.6.1.4.2	Document and Maintain Deployment Management Plan
24	1.6.1.4.3	Provide Physical Security Input to Facilities Directorate
25	1.6.1.5	Systems Engineering
26	1.6.1.5.4	Develop 2C Security Plan
27	1.6.1.5	Systems Engineering
28	1.6.1.5.1	Systems Engineering Management
29	1.6.1.5.2	SE Plan
30	1.6.1.5.3	SE Define

Figure 4-1. Work Breakdown Structure

4.2   Schedule

To accomplish Task Order 006 a cross IPT structure will be assembled to complete Objective 1 for Increment 2C. Refer to Attachment C for the detailed WBS and Schedule.

5.0   Performance Measures

The performance measures associated with the execution of this Task Order are documented in the "Award Fee Plan for US-VISIT Program." Our approach is designed to achieve an excellent evaluation within each Evaluation Criteria area.

6.0 Task Order Staffing

6.1 Project Organization

Increment 2C Lead
(b)(6)

Business Solution Manager (b)(6)

Design/Develop/Test (b)(6)

AD/SEIT Lead (b)(6)

Program Control

Business Architecture Lead (1)

Deployment Lead (1)

Organization Change Management Lead (1)

Requirements/ Process/DB Team (11)
- Functional Requirements
- Traceability Matrix
- Use Cases
- 2C Development Plan
- Tailoring Plan
- Requirements and Management Plan

Test Team (3)
- Development Test Plan
- Security Test Plan

Current System Feasibility Lead (1)

RF Study/ POE Test Lead (1)

Technical Architecture Lead (1)

Process Management Team (2)
- Monthly Progress and Activity Report
- 2C Project Management Approach

Objective 2 Planning Team (5.75)
- Objective 2: Design – Cost Proposal

Business Expertise (0.4)

Task Order Control (7)

Blueprint Team (4)
- Preliminary Blueprint
- Operational Alternatives
- Final Blueprint
- Mission Needs

Business Case Team (3)
- Business Case
- Solution Benefits
- Performance Measures

Development Team (4)
- Deployment Plan

OCM Team (2)
- OCM Approach

Current System Feasibility Team (3.5)
- Current Feasibility Study

RF Feasibility Team (5)
- RF Feasibility Study

POE Test Team (3)

System CONOPS Team (5.4)
- 2C System CONOPS
- Interface Control Document
- Data Management Plan

Technical Requirements (8.5)
- 2C Security Plan
- 2C Performance Engineering Plan
- 2C Technical Requirement

Technical Architecture Definition (6)
- Technical Architecture specifications
- Application Architecture specifications
- Data Management Plan

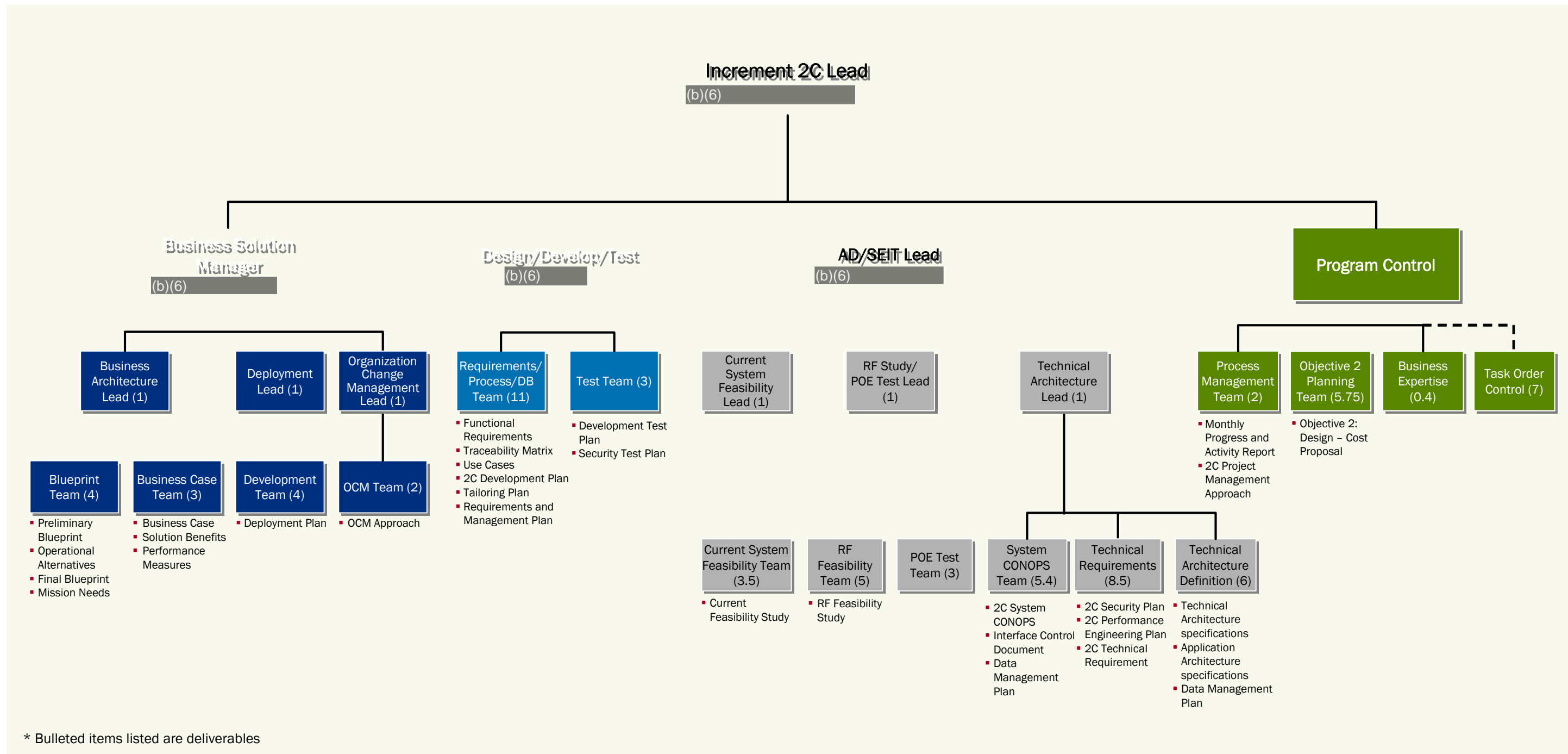* Bulleted items listed are deliverables

Figure 6-1. Organizational Structure

6.1.1 Task Order Project Management Support Team

The Task Order Project Management Team is led by a dedicated SBA Increment 2C Project Manager. The Project Manager is responsible for cost, schedule, technical and quality control for the project and is the central point of contact for both management and technical matters. The Project Manager plans and manages overall project scope, budget, and schedule, while also providing oversight and management support for the project and validating alignment with long-term plans. The team also consists of resources to develop, update, and execute the Increment 2C Project Management Approach and processes, while supporting project level risk and issue management, configuration management, quality management, and process improvement. The team manages project financial management, contracts management, and other program control activities required to support the execution of the task order, as well as document the Cost Proposal for Objective 2: Design for Increment 2C.

6.1.2 Teams

Figure 6-2 describes the teams for Task Order 006.

Team	Description
Increment 2C Blueprint	The 2C blueprint team recommends the scope and approach for achieving the 2C objectives. This team recommends operational solution alternatives, then iteratively facilitates cross-functional analysis, definition, modification, and enhancement of the 2C solution at increasingly lower levels of detail. The result is a cross-functional definition of the recommended 2C solution for evaluation by the Department of Homeland Security.
Business Case	The business case team recommends the 2C performance metrics and measures, builds the business case model, analyzes the 2C cost benefit and return on investment, and develops a plan to evaluate actual value delivered by Increment 2C.
OCM	The Organizational Change Management team recommends an OCM Approach that examines the proposed solution and its organizational impacts. The team works closely with US-VISIT to plan for OCM activities for future phases.
Deployment	The Deployment team is responsible for identifying and defining the field and support activities required to implement the Increment 2C solution. These activities include business transition, technical deployment, and implementation coordination processes.
Systems Engineering	The Systems Engineering team is responsible for the planning (SE Plan) and requirements gathering (SE Define) for Increment 2C system capabilities. Systems Engineering is comprised of the following sub-teams: Architecture Direction, SEIT, and the Design Development and Test teams. The System Engineering team's goal of Objective 1 is to conduct critical studies of technology and current systems in order to plan and define the Increment 2C solution in terms of functional and technical requirements.

Figure 6-2. Teams

6.2 Roles, Responsibilities, and Staffing Levels

Figure 6-3 provides the roles, responsibilities, and staffing levels for Task Order 006.

Role	Responsibility
Task Order Project Management	
Increment Management IPT Lead	Serves as overall Increment lead for Task Orders on the US-VISIT project. Provides oversight to Management and Support. Coordinates increment work efforts to align with the US-VISIT project strategy and long-term solution. Manages completeness, accuracy, and readiness of increment components.
Increment 2C Lead	Plans and manages overall project scope, budget, and schedule. Provides oversight and management support for the project and validates alignment with long-term plans. Manages project issues and risks. Validates completion of increment execution. Supports the Integrated Baseline Review (IBR) process. Supports Cost Performance Report (CPR) creation. Manages the project teams. Monitors and manages client expectations and reports project status. Manages project quality and establishes and manages a collaborative cross-directorate and stakeholder review process.
Business Solution Manager	Manages the Business Architecture, Organization Change Management (OCM) and Deployment teams. This includes reviewing and maintaining work plans; developing inputs to the IMS; supporting the Integrated Baseline Review (IBR); supporting Cost Performance Reports (CPR); managing team resources; reporting status; and managing risks, issues, and quality.
Task Order Process Management Team	Develops, supports the review process, updates, and executes the Increment 2C Project Management Approach and processes. Supports project level risk and issue management, configuration management, quality management, and process improvement.
Objective 2 Planning Team	Develop the Technical and Cost Proposals for Objective 2. Specific activities include: supporting the shaping of the Increment 2C Objective 2 Statement of Work (SOW), defining the Increment 2C Objective 2 Cost versus Schedule Trade-Off Analysis, documenting the proposal project plan, WBS, and WBS Dictionary, and creating the cost and resource estimates.
Task Order Control	Manages project financial management, contracts management, and other program control activities required to support the execution of the task order. This involves activities such as Cost and Scheduling Reporting, Earned Value/ Performance Measurement, and support for the Integrated Baseline Review (IBR).
Business Architecture	
Business Architecture Lead	Coordinate and manage functions across activities within the Increment 2C Blueprint WBS element. This includes developing and maintaining work plans; developing inputs to the IMS; supporting the Integrated Baseline Review (IBR); supporting Cost Performance Reports (CPR); managing team resources; reporting status; managing risks, issues, and quality as it pertains to the Increment 2C Blueprint WBS; and establishing a collaborative cross-directorate and stakeholder review process.

Subject Matter Expert	Provides border management subject matter expertise (SME) support to activities prior to their submission to the Government. Using their experience from prior border and customs leadership roles, the SMEs provide insight and perspective to teams working on Increment 2C activities, and review work products being developed by the IPTs involved in increment 2C.
Business Case Team	Executes the development of the overall business case, and facilitates the coordination with members of the solutions blueprint team and other IPTs to obtain data fundamental to developing the business case.
Increment 2C Blueprint Team	Facilitates the coordination of members from the other IPTs to obtain data for developing the Increment 2C Blueprint and performing the operational alternatives assessments. Updates the Increment 2C Business Requirements and Concept of Operations. Develops components of the overall 2C business architecture and performs process modeling.
Organizational Change Management	
OCM Lead	Plans and manages the Organizational Change Management (OCM) Approach effort. Develops and maintains the Increment 2C OCM detailed work plan, develops inputs to the IMS, supports Integrated Baseline Review (IBR), supports Cost Performance Report (CPR), manages team resources, reports status, manages risks and issues, manages quality, and supports a collaborative cross-directorate and stakeholder review process.
OCM Team	Develops the OCM Approach that defines actions and their timing for achieving the business objectives of Increment 2C from an organizational perspective. The OCM Approach includes recommended activities and augments existing information for training, internal and external communications, and workforce transition. It includes the identification of internal and external stakeholder needs specific to the Increment 2C solution, a framework for the impact assessment, and a preliminary impact assessment.
Deployment	
Deployment Lead	Manages the Deployment planning effort. Responsibilities include shaping and defining the solution and coordinating the technical deployment, business transition, and implementation coordination planning efforts to confirm that are integrated. Additional responsibilities include facilitating meetings with relevant US-VISIT and SBA teams and Subject Matter Experts (SMEs), supporting project management functions, and estimating and planning subsequent phases of work.
Technical Deployment Consultant	Leads, develops and manages the technical deployment planning effort. Responsibilities include defining and planning the Asset Management, Site Surveying, Site Preparation, Site Installation; and Site Support activities. Supports the Increment 2C Facilities Coordination efforts. Additional responsibilities include coordinating the technical deployment approach with stakeholders and supporting project management functions.

Business Transition Consultant	Defines the approach and processes required to support the Increment 2C business transition activities. Primary responsibility includes defining field deployment activities, including educating stakeholders on the Increment 2C solution and schedule, obtaining buy-in at the various CBP management levels (national, Field Office, and POE), and identifying key resources that can support the field communications, training, and technical deployment efforts. Additional responsibilities include supporting project management functions.
Implementation Coordinator	Coordinates the implementation planning and scheduling effort across the Increment 2C teams. Responsibilities include working with the teams in order to schedule and validate that implementation activities (e.g. data conversion, asset management, training, site preparation, site activation, site support) are included and integrated into the Increment 2C high-level schedule. Additional responsibilities include supporting project management functions.
Systems Engineering	
DDT Lead	Plans and manages the Design, Development, and Test effort, responsible for developing the functional requirements and test plan for Increment 2C. Develops and maintains the Increment 2C DDT detailed work plan, develops inputs to the IMS, supports Integrated Baseline Review (IBR), supports Cost Performance Report (CPR), manages team resources, reports status, manages risks and issues, manages quality, and supports a collaborative cross-directorate and stakeholder review process.
Requirements, Process, DB Team	Develops the processes associated with Business and Application Requirements and Design. Creates the standards, processes, and templates necessary for requirements and design.
	Develops the Functional Requirements Document by gathering both functional and interface requirements pertaining to Increment 2C.
	Develops the Conceptual Data Model by identifying major entities and relationships for Increment 2C. Assists with the development of the Increment 2C System CONOPS by developing Use Case Models.
Test Team	Develops and maintains Test Procedures, Standards, and Templates. Develops Testing Strategy by planning user acceptance test, product test, and performance test.
SEIT/AD Lead	Plans and manages the SEIT and Architecture Direction teams. Develops and maintains the Increment 2C SEIT/AD detailed work plan, develops inputs to the IMS, supports Integrated Baseline Review (IBR), supports Cost Performance Report (CPR), manages team resources, reports status, manages risks and issues, manages quality, and supports a collaborative cross-directorate and stakeholder review process.
RF/POE Testing Lead	Plans and manages the efforts to conduct the RF Feasibility Study and perform POE Testing. Develops and maintains the Increment 2C RF Feasibility/POE Testing detailed work plan, develops inputs to the IMS, supports Integrated Baseline Review (IBR), supports Cost Performance Report (CPR), manages team resources, reports status, manages risks and issues, manages quality, and supports a collaborative cross-directorate and stakeholder review process.
RF Feasibility Study Team	Conducts the RF Feasibility Assessment by developing the materials for the RF vendor selection, conducting the vendor study, and developing an associated white paper with the conclusions of the assessment.

POE Test Environment Team	Establishes a POE Test Environment by identifying site alternatives, procuring the site, procuring the necessary hardware/software, weatherizing the RF equipment, installing the environment, and prototyping the solution approaches.
Current System Feasibility Lead	Plans and manages the efforts to conduct the Current System Feasibility Study to be used in developing the Increment 2C solution. Develops and maintains the Increment 2C Current System Feasibility detailed work plan, develops inputs to the IMS, supports Integrated Baseline Review (IBR), supports Cost Performance Report (CPR), manages team resources, reports status, manages risks and issues, manages quality, and supports a collaborative cross-directorate and stakeholder review process.
Current System Feasibility Team	Conducts the Current System Feasibility Study by assessing the current system processes, capabilities, performance, technical infrastructure, and data management. Responsible for documenting the results of the assessment.
Technical Architecture Lead	Plans and manages the teams responsible for the Increment 2C System CONOPS, Technical Requirements (including Security and Performance), and Technical Architecture Definition. Develops and maintains the Increment 2C Technical Architecture detailed work plan, develops inputs to the IMS, supports Integrated Baseline Review (IBR), supports Cost Performance Report (CPR), manages team resources, reports status, manages risks and issues, manages quality, and supports a collaborative cross-directorate and stakeholder review process.
System CONOPS Team	Develops the Increment 2C Solution Architecture by producing an Application Blueprint, Technology Blueprint, and Data Management Blueprint. Takes the Use Case Models provided by the Requirements Team and produces the System Concept of Operations. Develops the Data Management Plan.
Technical Requirements Team	Establishes technical requirements pertaining to Human Factors Engineering, Performance Engineering, Reliability, Maintainability, and Availability Engineering, Security and the network. Creates a Performance Engineering Plan. Develops a System Workload Analysis Specification.
Technical Architecture Definition Team	Analyzes technical requirements to determine Increment 2C Technical Architecture Definition. Documents the specifications in the Technical Architecture Specifications and the Application Architecture Specifications. Designs architecture to include the software, hardware, and communications to support the total requirements as well as provide for present and future cross-functional requirements and interfaces.

Figure 6-3. Roles and Responsibilities

6.3 Staffing and Selection Approach

Key personnel filling the roles Increment 2C Lead, Business Solution Lead, the Increment 2C DDT Lead, and Increment 2C AD/SEIT Lead have been identified and assigned to this work effort. See Attachment F for key personnel resumes. The remaining resources are assigned after award of contract based upon the roles, responsibilities, and required skills identified for this task order, as described in Figure 6-3.

As qualified resources are selected, they are required to complete the required orientation and clearance process necessary. Resources from other programs and projects are oriented to the program, complete the security clearance, and receive US-VISIT program training as well as

training relevant to Increment 2C. Resources already staffed on the US-VISIT program only require relevant training for their new roles on Increment 2C.

6.4   Security Clearance Process

Accenture complies with the contract, Section H.9 "Security Requirement", which outlines that the Contractor, subcontractor(s), vendor(s), etc, (herein known as Accenture) requires access to sensitive Department of Homeland Security's (DHS) information and therefore require Suitability Determinations.

Accenture continues to follow the security processes currently in place and provide to DHS Security the required security paperwork for the Suitability Determination based on a Background Investigation (BI). We understand that DHS may authorize and make favorable "Entry on Duty (EOD)" decisions based on DHS preliminary security check, thereby allowing employees to commence work while the BI is being completed.

In preparation of the Task Order award, we have already begun the security process, by distributing to potential personnel (including teaming partners and subcontractors) the security paperwork required to obtain access to sensitive DHS information. To help expedite the process, and provide for favorable EOD, we are identifying personnel who have had prior background investigations and/or security clearances specifically those with Single Scope Background Investigations (SSBI's).

7.0   Deliverables and Acceptance Criteria

The deliverables and work products scheduled for Task Order 006 are described in Figure 7-1. The Project Management Support team monitors version control and quality management of the deliverables and work products. A detailed schedule of the deliverables and work products included in this work effort are included in the WBS, included in Attachment B. The Type column covers whether it is a deliverable or work product. The Format column covers the format in which the deliverable is submitted (MS Word document, MS Powerpoint presentation, MS Excel worksheet, or To Be Determined). The Status column indicates if it is an original document, an update of an existing document, or created from a template. The Due Date column indicates when the deliverable is submitted as a draft (if applicable) and as a final document. The SDLS Phase indicates the ICE SDLC phase in which the deliverable is completed. The description provides a brief description of the deliverables objective. The Acceptance Criteria column includes proposed criteria for the which the deliverable is evaluated.

WBS No.	Deliverable/ Work Product Name	Type	Format	Status	Due Date	SDLC Phase	Description	Acceptance Criteria
1.6.1.1.1	Monthly Progress and Activity Report	D	WRD	O	DR: Due on last business day of month (October, November, December); US-VISIT review through 5 days after DR submission UAR: 4 days after US-VISIT review F: 1 day after UAR	N/A	Reports the task order status of the previous month. Includes accomplishments/ tasks completed, tasks planned/in-progress, and outstanding issues.	▪ Describes monthly activities and progress to date
1.6.1.1.1	Increment 2C Project Management Approach	D	WRD	O	DR: 10/25/2004; F: 11/23/2004	N/A	Defines the processes (such as risk management, issue management, quality management, EVMS, Configuration Management, Performance Reporting, etc.) that facilitate the execution of the Increment 2C project management effort.	▪ Defines the risk management, issue management, quality management, EVMS, configuration management, and performance reporting processes.
1.6.1.1.4	Objective 2: Design - Cost Proposal	D	WRD XLS	O	DR: 12/3/2004; US-VISIT review and negotiation through 12/16/2004 TO Award: 12/16/2004	N/A	Includes the cost estimates for Objective 2.	
1.6.1.2.2	Increment 2C Preliminary Blueprint	WP	WRD	O	DR: 11/05/2004	N/A	Provides the 2C objective, scope, schedule, and the preliminary recommended solution across functional areas.	▪ Defines the recommended 2C objective, scope, schedule, and provides a preliminary solution definition.

WBS No.	Deliverable/ Work Product Name	Type	Format	Status	Due Date	SDLC Phase	Description	Acceptance Criteria
1.6.1.2	Increment 2C Final Blueprint	D	WRD	O	DR: 12/3/2004 F:12/14/2004	N/A	Provides the 2C objective, scope, schedule, and the final recommended solution across functional areas. (Business Process, Systems Engineering, Facilities, Organization and Change Management, Transition, and Performance Measurement).	▪ Defines the recommended 2C objective, scope, schedule, and solution across the functional areas.
1.6.1.2.3	Operational Alternatives Assessment	D	WRD	O	DR: 12/3/2004 F:12/14/2004	N/A	Documents solution alternatives, impacts across business processes, CBP officers and other port and support personnel.	▪ Documents alternatives considered, the impacts across functional teams, the decision criteria used for evaluation, and the recommended solution alternative.
1.6.1.2.4	Increment 2C Business Case Integrated Report	D	WRD	O	DR: 12/14/2004 F: 12/21/2004	N/A	Defines the solution cost/benefit analysis, the performance measures to evaluate the increment, and an approach to measure the increment after implementation	▪ Includes a cost/benefit analysis, performance measures, and documents alignment with the DHS Enterprise Architecture, and OMB's Security and Privacy requirements.
1.6.1.2.5	Updated Increment 2C Business Requirements	D	WRD	U	DR: 11/26/2004 F: 12/14/2004	N/A	Updates the 2C business requirements document to be aligned with the 2C business architecture	▪ Reflects the updates from changes to the 2C business architecture (e.g. objective, scope, schedule, and solution)
1.6.1.2.5	Updated Increment 2C Solution Concept of Operations	D	WRD	U	DR: 11/26/2004 F: 12/14/2004	N/A	Updates the 2C Solution Concept of Operations document to be aligned with the 2C business architecture	▪ Reflects the updates from changes to the 2C business architecture (e.g. objective, scope, schedule, and solution)
1.6.1.2.7	Mission Needs Statement	D	WRD	O	DR: 12/1/2004 US-VISIT review through: 12/8/2004 UAR: 12/13/2004 F: 12/14/2004	N/A	Describes specific architecturally based functional capabilities required to accomplish Department of Homeland Security (DHS) Enterprise Architecture's missions.	

WBS No.	Deliverable/ Work Product Name	Type	Format	Status	Due Date	SDLC Phase	Description	Acceptance Criteria
1.6.1.3.2	Organizational Change Management Approach	D	WRD	O	DR: 12/06/2004 F: 12/14/2004	N/A	Examines the proposed solution and the organizational impacts, and outlines OCM activities that are conducted and which groups conduct these activities during the remaining phases of this increment.	▪ Includes a preliminary organization impact assessment and a recommended schedule for OCM activities for subsequent objectives
1.6.1.4.2	Deployment Management Plan	D	WRD	O	DR: 12/08/2004 F: 12/16/2004	N/A	Describes the people, processes, and technology components of an implementation. Defines and integrates these components into an integrated approach. It defines the high-level increment roll-out strategy that details the major transition activities, assumptions, constraints and risks.	▪ Identifies deployment activities necessary to implement the solution ▪ Includes preliminary schedule for deploying the system
1.6.1.5.4	2C Security Plan (Security Risk Assessment, Security Guide in SDLC)	D	WRD	U	DR: 11/23/2004 F: 1/19/2005	Require-ments Def, Design	Identifies threats to system and countermeasures Documents procedures for operating and maintaining system in a secure manner.	(SDLC deliverable)
1.6.1.5.2	RF Feasibility Study	D	WRD	O	DR: 1/12/2005 F: 1/19/2005	N/A	Documents recommendations for passive monitoring technology for use at Port of Entry.	▪ Vendor comparison of RF technology performance for vehicle tag reads at 40 mph ▪ RF Vendor selection for Increment 2C Pilot ▪ Input for technical requirements of Increment 2C application development
1.6.1.5.2	Current System Feasibility Study	D	WRD	O	DR: 10/29/2004 F: 11/5/2004	N/A	Assess current systems to support Increment 2C requirements.	▪ Addresses scalability, performance and evaluation of technical infrastructure ▪ Includes review of GES, IDENT, ADIS, TECS, associated US Arrival components ▪ Includes review of existing RF initiatives and systems NEXIS, SENTRI and FAST ▪ Addresses impact on the Increment 2C architecture approach and application development strategy, including

WBS No.	Deliverable/ Work Product Name	Type	Format	Status	Due Date	SDLC Phase	Description	Acceptance Criteria
								recommendations on modifications to current systems
1.6.1.5.2	Increment 2C System Development Plan	D	WRD	UAR	DR: 10/19/2004 F: 11/30/2004	Planning Phase	Maps out how to progress through the lifecycle to achieve the specified Increment 2C solution.	(SDLC Deliverable)
1.6.1.5.2	Increment 2C Tailoring Plan	WP	WRD	UAR	DR: 10/19/2004 F: 11/30/2004	Planning Phase	Describes plans to tailor the SDLC process to suit the needs of the 2C development plan.	(SDLC Deliverable)
1.6.1.5.2	Increment 2C System Concept of Operations	D	WRD	O	DR: 11/23/2004 F: 1/19/2005	Planning Phase	Describes business process to be supported. Illustrates workflow processes to be supported.	(SDLC Deliverable)
1.6.1.5.2	Use Case Models	D	WRD	O	DR: 11/23/2004 F: 11/30/2004	N/A	Depicts operational scenarios that describe how users interact with the proposed Increment 2C system.	▪ Included within the System CONOPS.
1.6.1.5.2	Acquisition/Procurement Plan	D	WRD	O	DR: 10/05/2004 F: 10/12/2004	Planning Phase	Outlines the physical asset procurement process for Increment 2C.	(SDLC Deliverable)
1.6.1.5.2	2C Requirements Development and Management Plan	WP	WRD	O	DR: 10/17/2004 F: 11/03/2004	Planning, Require-ments Definition	Outlines the processes, standards, tools, and templates to be used in developing and managing requirements.	N/A
1.6.1.5.3	Performance Engineering Plan	D	WRD	U	DR: 12/1/2004 F: 1/19/2005	N/A	Outlines approach for engineering performance into application in subsequent objectives.	▪ Performance engineering addressed in plan for subsequent objectives
1.6.1.5.3	Functional Requirements Document	D	WRD	O	DR: 12/6/2004 F: 1/19/2005	Require-ments Definition Phase	Documents the formal requirements for the Increment 2C system. Used to develop, test, and evaluate Increment 2C.	(SDLC Deliverable)
1.6.1.5.3	Requirements Traceability Matrix	D	XLS	O	DR: 12/6/2004 F: 1/19/2005	Require-ments Definition Phase	Traces the requirements to their sources throughout the Increment 2C development and demonstrates how the requirements are fulfilled in the developed system.	(SDLC Deliverable)
1.6.1.5.3	Interface Control Document	D	WRD	O	DR: 12/6/2004 F: 1/19/2005	Require-ments Definition Phase	Documents interfaces between Increment 2C system and other systems.	(SDLC Deliverable – criteria appropriate for the planning phase)

WBS No.	Deliverable/ Work Product Name	Type	Format	Status	Due Date	SDLC Phase	Description	Acceptance Criteria
1.6.1.5.3	Data Management Plan	D	WRD	O	DR: 12/6/2004 F: 12/13/2004	Require-ments Definition Phase	Defines the Increment 2C Conceptual Data Model.	(SDLC Deliverable – criteria appropriate for the planning phase)
1.6.1.5.3	Security Test Plan	D	WRD	O	DR: 11/23/2004 F: 11/30/2004	N/A	Documents the plan for conducting security testing.	▪ Documents security testing methodology ▪ Defines security testing procedures
1.6.1.5.3	Development Test Plan	D	WRD	O	DR: 11/23/2004 F: 11/30/2004	Require-ments Definition Phase	Documents the plan for conducting product, user acceptance, and performance testing.	(SDLC Deliverable – criteria appropriate for the planning phase)
1.6.1.5.3	Technical Architecture Specifications	D	WRD	O	DR: 11/23/2004 F: 1/19/2005	N/A	Identifies scope and technical options/ recommendations	▪ Documents scope ▪ Documents technical options and recommendations
1.6.1.5.3	Application Architecture Specifications	D	WRD	O	DR: 11/23/2004 F: 1/19/2005	N/A	Defines set of standards and patterns that describe to designers and developers how to design and build applications using the underlying technical architecture.	▪ Defines the applications in the increment ▪ Maps business processes to applications ▪ Decomposes applications and functionality into sub-components ▪ Defines application component mapping to the technical architecture
Key	D=Deliverable DR=Draft F=Final M=Monthly O=Original				PPT=MS Powerpoint ST=Subtask T=Template TA=Task Award TBD=To Be Determined TBN=To Be Negotiated		U=Updated UAR=Updated as Required WRD=MS Word Document WP=Work Product XLS=MS Excel	

Figure 7-1. Deliverables and Dates for Task Order 006

7.1   Acceptance Criteria

In addition to our deliverables and acceptance criteria specific, our Integrated Baseline Review Process (IBR) defines the acceptance criteria for the deliverable schedule and major milestones of Task Order 006. The IBR process assesses the adequacy of the contract performance measurement baseline in terms of scope, schedules, earned value methods, resources and budget based on our plan deliverables.

The Project Management Support Team drives the IBR process for Task Order 006 and is responsible for the day-to-day activities for this TO. The internal PMO office participates in the IBR process by giving feedback on the team's results and findings.

The IBR process is geared towards providing the US-VISIT Program Office with an understanding of how we are managing the contract, thus, providing visibility of performance to the Government. See table 7-1 for proposed deliverable acceptance criteria for Task Order 006.

8.0   Period of Performance and Work Location

The period of performance is scheduled for September 29, 2004 to January 19, 2005. The period is delineated in Figure 8-1.

Year	Period of Performance
Base Year: Objective 1	September 29, 2004 – January 19, 2005

Figure 8-1. Period of Performance

The project team for this task order is located with the SBA Program Office.

Attachment A: Cost/Price Proposal

Attachment B: Alternative Cost/Price Proposal

Per Section F of the US-VISIT Increment 2C Task Order Request for Proposal Instructions, attached is an alternative cost/price proposal. The alternative Cost Plus Fixed Fee contract type is mutually beneficially to the Government and the prime contractor based. The benefit to the Government is $203,483.

Performance Measures

Figure B-1 depicts alternative proposed performance measures applicable to Task Order 006. Key Performance Indicators (KPI) categorizes performance measures for TO 006. The proposed KPIs for Task Order 006 are Schedule, Cost, and Customer Satisfaction.

US-VISIT Key Performance Indicators (Past Performance Criteria)		Performance and Outcome Measures
1	Schedule	Completing deliverables within the schedule agreed to with the Governments as it is defined and approved.
		Submitting deliverables for this Task Order on time, unless an extension is previously agreed to with the Government due to a change in guidance, additional tasking, external factors, etc.
2	Cost	Managing the Task Order resources effectively to focus on highest priority items and the most significant value-added activities.
		Staying within the budgeted amounts of the Task Order funding.
3	Customer Satisfaction	Establishing an effective teaming partnership with the Management Directorate and playing a key role in helping the Directorate meet its objectives and vision.
		Achieving high levels of customer satisfaction with each of the US-VISIT directorates by engaging them early and often.

Figure B-1. Alternative Proposed Performance Measures Task Order 006

Attachment C: Work Breakdown Structure (WBS) and Schedule

Attachment D: Work Breakdown Structure (WBS) Dictionary

WBS LEVEL	WBS #	WBS NAME	LOCATION IN SOO	DESCRIPTION
2	1.6	Task Order 006 US-VISIT Program - Increment 2C	This element refers to the location in the SOO for each WBS #	This element refers to the activities related to project management.
3	1.6.1	Subtask 1/ Objective 1: Plan and Define		
4	1.6.1.1	Task Order Project Management		This element refers to the activities associated to setting up and managing Objective 1 of TO 006.
5	1.6.1.1.1	Task Order Planning	Section 4.1 Paragraph 3 Bullet 1	This task includes overall planning and management for the Increment 2C Plan and Define objective. This includes overall task order management activities such as: supporting the Integrated Baseline Review (IBR) process, supporting Cost Performance Report (CPR) creation, managing the project teams, monitoring and managing client expectations, reporting status, managing risks and issues, managing quality, and establishing and managing a collaborative cross-directorate and stakeholder review process. This task also includes creating, reviewing, updating, and executing the Increment 2C Project Management Approach and processes.
5	1.6.1.1.2	Task Order Control	Section 4.1 Paragraph 3 Bullet 1	This task includes financial management, contracts management, and other program control activities required to support the execution of the task order. This involves activities such as Cost and Scheduling Reporting, Earned Value/ Performance Measurement, and support for the Integrated Baseline Review (IBR).

WBS LEVEL	WBS #	WBS NAME	LOCATION IN SOO	DESCRIPTION
5	1.6.1.1.3	Task Order Process Management	Section 4.1 Paragraph 3 Bullet 1	This task includes project level risk and issue management, configuration management, quality management, and process improvement.
5	1.6.1.1.4	Objective 2 Planning	Section 4.1 Paragraph 3 Bullet 9	This task includes the development of the Cost Proposal for Objective 2. Specific activities include: supporting the shaping of the Increment 2C Objective 2 Statement of Work (SOW), documenting the proposal project plan, WBS, and WBS Dictionary, creating the cost and resource estimates, as well as, a Cost versus Schedule Trade-Off Analysis.
4	1.6.1.2	Increment 2C Blueprint		This element includes the activities associated with business strategy and mission operations for Increment 2C Objective 1 (Plan and Define Increment 2C).
5	1.6.1.2.1	Increment 2C Blueprint Task Management	Section 3.0 Paragraphs 2 and 3	This element provides coordination and management functions across elements within the Increment 2C Blueprint WBS. It includes developing and maintaining work plans, developing inputs to the IMS, supporting the Integrated Baseline Review (IBR), supporting Cost Performance Report (CPR), managing team resources, report status, manage risks and issues, managing quality, and establishing a collaborative cross-directorate and stakeholder review process.
5	1.6.1.2.2	Document and Maintain Increment 2C Blueprint	Section 4.1 Paragraphs 1 and 3	This element includes the tasks associated with scoping and defining the business architecture. The Increment 2C Blueprint defines the overall 2C solution across functional areas (Business Process, Systems Engineering, Facilities, Organization and Change Management, Transition, and Performance Measurement). It describes the process, culture, organization, application, delivery vehicle, and facilities components of the solution. It describes the high level

WBS LEVEL	WBS #	WBS NAME	LOCATION IN SOO	DESCRIPTION
				functions and features of the solution. The 2C Blueprint is completed in two phases. A high-level draft of the proposed business solution is presented at the completion of the planning phase, with a more complete and detailed version submitted at the completion of the definition phase.
5	1.6.1.2.3	Define and Assess Operational Alternatives	Section 4.1 Paragraphs 1 and 3	This element includes the tasks to identify, assess, and recommend operational alternatives for implementing the Increment 2C solution. The assessment focuses on how the new or modified business processes resulting from Increment 2C impacts the CBP officers and other port and support personnel. The assessment considers dependencies between the business processes, the application, and the users. The recommendation considers how Increment 2C can maximize business objectives while maintaining operational achievability. The recommendation serves as input to the 2C Blueprint activity.
5	1.6.1.2.4	Document and Maintain Business Case and Performance Measures	Section 4.1 Paragraph 3 Bullets 2 and 5	This element refers to the tasks required to integrate the Increment 2C business case, and define the solution benefit performance measures. The Increment 2C business case justifies the required investments and total returns and analyzes the financial and non-financial effects of the project over time. This element includes the effort to develop the increment justification, and perform the cost/benefit analysis. The effort to develop the other elements of the business case, including the total life cycle costs, acquisition plan, risk assessment, compliance with the HLE enterprise architecture, and security and privacy impact considerations, are included in other WBS elements. However, this WBS element includes

WBS LEVEL	WBS #	WBS NAME	LOCATION IN SOO	DESCRIPTION
				the effort to integrate these related activities into an integrated business case.
5	1.6.1.2.5	Maintain Business Requirements and Solution Concept of Operations (CONOPS)	Section 4.1 Paragraph 2	This element includes maintaining and updating the Increment 2C Business Requirements and Solution CONOPS. As the solution becomes more defined, these documents are updated to incorporate the latest changes.
5	1.6.1.2.6	Provide Subject Matter Expertise	Section 3.0 Paragraph 3	This element includes the effort of border management subject matter expertise (SME) support to other activities in the task order. Using their experience from prior border and customs leadership roles, the SMEs provide insight and perspective to teams working on Increment 2C activities, and review work products being developed by the IPTs involved in increment 2C.
5	1.6.1.2.7	Mission Needs Statement		The purpose of the Mission Need Statement (MNS) is to describe specific architecturally based functional capabilities required to accomplish Department of Homeland Security (DHS) Enterprise Architecture's missions. The MNS is normally derived from a quantified, well documented, objective business case architecture, which summarizes the results of thorough architectural analysis and bounds the scope of the program. The MNS approval provides formal DHS executive level acknowledgment of a justified and supported need to allocate scarce resources to resolve a mission deficiency with a material solution. Approval of the MNS represents the

WBS LEVEL	WBS #	WBS NAME	LOCATION IN SOO	DESCRIPTION
				initiation of formal acquisition program management.
4	1.6.1.3	Organizational Change Management		**This element refers to the planning tasks associated with defining the organizational change management approach.**
5	1.6.1.3.1	OCM Task Management	Section 3.0 Paragraph 3 Section 4.1 Paragraph 3 Bullet 1, 6	This task includes develop and maintain work plans, develop inputs to the IMS, support Integrated Baseline Review (IBR), support Cost Performance Report (CPR), manage team resources, report status, manage risks and issues, manage quality, and establish a collaborative cross-directorate and stakeholder review process.
5	1.6.1.3.2	Document Organizational Change Management Approach	Section 4.1 Paragraph 3 Bullet 6	This element includes the development of the Organizational Change Management (OCM) Approach that defines actions and their timing for achieving the business objectives of Increment 2C from an organizational and end-user perspective. The OCM Approach includes training, internal and external communications, internal and external stakeholder management, and workforce impact management. The OCM Approach defines the OCM objectives of the project and describes at a high level how and when they can be accomplished
4	1.6.1.4	Deployment Management	Added	**This element refers to the planning tasks associated with defining the deployment approach.**
5	1.6.1.4.1	Deployment Task Management	Added	This element refers to the tasks associated with managing the deployment planning effort, including defining the solution, managing resources, developing and maintaining workplans, developing inputs to the IMS, supporting Integrated Baseline Review (IBR), supporting Cost Performance Report (CPR), reporting status, managing risks and issues, and

WBS LEVEL	WBS #	WBS NAME	LOCATION IN SOO	DESCRIPTION
				supporting a collaborative cross-directorate and stakeholder review process.
5	1.6.1.4.2	Document and Maintain Deployment Management Plan	Added: Deployment Management Plan – Note: Implementation Plan is currently in Objective 4	This element refers to those tasks associated with defining the Increment 2C implementation approach and schedule. It includes identifying field and support activities necessary to implement the solution. The Deployment Management Plan describes the people, processes, and technology components of an implementation and how these activities fit together.
4	**1.6.1.5**	**Systems Engineering**		**This element refers to the planning tasks associated with defining the systems engineering approach.**
5	1.6.1.5.4	Develop SE 2C Security Plan	Past Version of SOO - Objective 1	This element refers to the activities related to developing the Increment 2C Security Plan. In this phase, a security risk assessment is conducted and IT security requirements are defined. In addition, certification and accreditation documentation is prepared.
5	1.6.1.1.6	Task Order Control (Systems Engineering)	Section 4.1 Paragraph 3 Bullet 1	This task includes financial management, contracts management, and other program control activities required to support the execution of the task order. This involves activities such as Cost and Scheduling Reporting, Earned Value/ Performance Measurement, and support for the Integrated Baseline Review (IBR).
5	1.6.1.5.1	Systems Engineering Management	Past Version of SOO - Objective 1	This element refers to the activities related to managing the Systems Engineering efforts for Increment 2C, including solution architecture development, process documentation, and requirements gathering.
5	1.6.1.5.2	SE Plan	Past Version of SOO - Objective 1	This elements refers to the tasks related to planning for systems engineering. This includes performing

WBS LEVEL	WBS #	WBS NAME	LOCATION IN SOO	DESCRIPTION
				critical technology studies, developing Increment 2C solution architecture, defining acquisition plans, and Increment 2C specific process development
5	1.6.1.5.3	SE Define	Past Version of SOO - Objective 1	This element refers to the activities related to defining the systems engineering portion of Increment 2C. This includes technical and functional requirements definition, conceptual data model creation, testing strategy documentation, and technical architecture definition. Peer and client reviews are also part of this element.

Attachment E: Assumptions

This document provides the assumptions and estimating factors associated with Task Order 006 Increment 2C.

General

1. Due to the aggressive nature of the Task Order schedule, an accelerated Government review cycle will be required for certain work products and deliverables. Government resources will be involved in shaping the deliverables and will see informal drafts. Government resources will be available to support the review process for project deliverables and work products in the timeframe defined in the Deliverables section of the proposal. For final deliverables, an expedited review period is required.
2. Business Requirements and Increment 2C Solution CONOPS definition is being conducted as part of the Program Management Task Order. The requirements include business, process, and usability requirements, but not application-related (functional) requirements. The Increment 2C Solution CONOPS and the requirements will be used by the Increment 2C team as input.
3. SBA Increment 2C resources will utilize existing SBA facilities located at 1616 N. Fort Myers Dr, Rosslyn, VA. Any additional space requirements are not covered in this task order.
4. Accenture will continue to follow the security processes currently in place and provide to DHS Security the required security paperwork for the Suitability Determination based on a Background Investigation (BI). We understand that DHS may authorize and make favorable "Entry on Duty (EOD)" decisions based on DHS preliminary security check, thereby allowing employees to commence work while the BI is being completed.
5. Our work estimates assume the 2C scope and direction will be similar to those outlined in the 2C strategy developed as part of an Ad-Hoc task under Task Order 001.
6. The Government will provide the SBA with requested Government furnished materials within 10 days of the contract start.

Task Order Project Management

7. It is assumed that the task order for Objective 2 should be targeted for award to avoid a break between the execution of the SBA efforts for Objective 1 and Objective 2. SBA will use the agreed upon Objective 1 Integrated Master Plan identifying scope and responsibilities as input to their proposal.

Increment 2C Blueprint

8. The SBA will receive approved versions of the Increment 2C Concept of Operations (CONOPS) and Business Requirements. Effort in this task order covers updating these documents with adjustments due to developing the Increment 2C Blueprint.
9. The preliminary and final blueprints will provide information to support updating the Interagency Advisory Group.
10. The estimates provided for the Mission Needs Statement assume financial and cost information needed for this scope will be produced by the group in charge of Business Case development for increment 2C.

11. Increment 2C Mission Needs Statement contains the same format and level of detail as the Automated Commercial Environment (ACE) Mission Needs Statement provided to SBA.

▪ The Government will set up and facilitate meetings with key Government contacts and identify primary designees to work with the integrated team.

Deployment Management

12. US-VISIT Program Office of Facilities and Engineering Management Directorate develops the simulation model based on collaboration with the SBA.

Systems Engineering - General

13. This task order provides increment specific system engineering tasks and though similar tasks exist in TO 004, these tasks provide complementary, increment specific detail and is not intended to replace program level system engineering tasks.
14. The Government will provide access to the SENTRI and NEXIS systems for evaluation of existing RFID technology at the POEs.
15. The RF evaluation will be performed for exit speeds up to 40 miles per hour.
16. Any business requirement derived which requires performance of the RF evaluation at speeds in excess of 40 miles per hour will require the identification and procurement of a test site and associated site licenses and permits. This site will require an extended lease to maximize the cost and availability of the location through the Task Order 006 Objectives.
17. The SBA will be able to utilize existing facilities at a Raytheon location in the Washington, D.C. metropolitan area for RF evaluations at speeds up to 40 miles per hour.
18. Functional subject matter expertise will be made readily available to SBA team members during the Current System Feasibility Study task.
19. The Increment 2C Project Plan will also be used as the Increment 2C System Development Plan. The ICE SDP will be used as a reference to validate that the appropriate sections have been accounted for in the Increment 2C SDP.
20. Certification and Accreditation costs are included specifically for Increment 2C only.
21. Access to current system information and resources covering aspects such as functionality, technical architecture, performance, scalability, reliability will be made available to the SBA at time of contract award. This information is necessary to complete the Current System Feasibility Study and related documentation.
22. As a part of the planning process, long term O&M will be addressed.

Systems Engineering - Hardware/Software

23. SBA assumes the responsibility for procuring hardware and software licenses for Government-approved products, and will work with the Government to utilize existing Government licenses, and/or obtain through the appropriate and cost-effective SBA and available Government channels.
24. The RF Feasibility Study and Test Lane Environment represent simulations of POE exit speeds and are not intended to fully replicate POE operational configurations.
25. Accenture and DHS will mutually agree to additional terms and conditions required to address construction tasks relating to a test lane environment.

Attachment F: Resumes of Key Personnel

The key personnel for Task Order 006 are as follows:

- (b)(6)   Increment 2C Lead
-   Business Solution Lead
-   AD/SEIT Lead
-   DDT Lead

The resumes of (b)(6)   have been included in this section.