DUNS No.: 85-8485758

Response for:

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

Volume 4, Part B: Task Order 001

January 22, 2004

Submitted to:

US-VISIT Program Office
Department of Homeland Security
1616 N. Fort Myer Drive
Rosslyn, VA 22209
ATTN: Mr. Michael E. Jones, Contracting Officer

accenture

High performance. Delivered.

Submitted by:

Accenture LLP
11951 Freedom Drive
Reston, VA 20190

In Response to Solicitation No.

HSSCHQ-04-R-0096

Steven Goodman, Director of Contracts
Email: steven.h.goodman@accenture.com
Phone: 703 947 1698

Table of Contents

List of Figures

All redacted information has been withheld under (b)(4)

All redacted information has been withheld under (b)(4)

All redacted information has been withheld under (b)(4)

Compliance Matrix

Volume 4, Part A – Organization Structure and Management Approach and Part B Task Order 001

RFP Paragraph	*Title and Requirement*	*Vol 4, Part B Response Section*
L.15.2 Vol 4, Part B	**Technical Proposal to Task Order 001 SOW**	
H.2.3 (a)	**Proposed Solution**	**1.0-1.7**
H.2.3 (b)	**Detailed Project Plan**	**2.0**
H.2.3 (b)	**Task: Program Management**	**2.1.1**
J2: 3 1.1	Subtask 1: Program Planning	2.1.1.1
J2: 3 1.2	Subtask 2: Cost and Schedule Estimation Methodology	2 1.1 2
J2: 3 1.3	Subtask 3: Program Control Methodology	2.1.1.3
J2: 3 1.4	Subtask 4: Risk Management Program	2.1.1.4
J2: 3.1.5	Subtask 5: Configuration Management Plan and Repository	2.1.1.5
J2: 3 1.6	Subtask 6: Quality Management Plan	2.1 1.6
J2: 3 1.7	Subtask 7: Process Improvement Program	2.1.1.7
J2: 3 1.8	Subtask 8: Communications Management Plans and Program Support	2.1.1.8
J2: 3 1.9	Subtask 9: Transition	2.1.1.9
H.2.3 (b)	**Task: Program-Level Engineering**	**2.1.2**
J2: 3 2.1	Subtask 10: Application of Approved Life Cycle Methodologies	2.1 2.1
J2: 3.2.2	Subtask 11: Systems Engineering Management	2.1.2.2
J2: 3.2.3	Subtask 12: Performance Engineering	2.1.2.3
J2: 3.2.4	Subtask 13: Critical Technologies and Technology Insertion	2.1 2.4
J2: 3.2 5	Subtask 14: Systems Integration	2.1 2.5
J2: 3.2.6	Subtask 15: Human Computer Interface and Human Factors Engineering	2.1.2.6
J2: 3.2 7	Subtask 16: Security and Privacy Engineering	2.1 2.7
H.2.3 (b)	**Task: Program-Level Solution Architecture**	**2.1.3**
J2: 3.3.1	Subtask 17: US-VISIT End Vision Solution Architecture	2.1.3.1
J2 3.3 2	Subtask 18: Program Transition Strategy	2.1 3.2
J2: 3.3 3	Subtask 19: Program Release Architecture	2.1.3.3
J2: 3.3.4	Subtask 20: Program Release Definition	2.1 3.4
H.2.3 (b)	**Task: Business Process Reengineering and Organizational Change Management**	**2.1.4**
J2: 3.4.1	Subtask 21: Business Process Reengineering	2.1.4.1
J2: 3.5.1	Subtask 22: Organizational Change Management	2.1 4 2
N/A	Optional Solution Component	2.1.5
H.2.3 (b)(1)	Government Resources	2.2
H.2.3 (b)(2)	Performance Measures	2 3
H.2.3. (b)(3)	Task Order Staffing	2.4
H.2.3 (b)(4)	Location	2.5

accenture

RFP Paragraph	*Title and Requirement*	*Vol 4, Part B Response Section*
H.2 3. (b)(5)	Small HUBZone Small Disadvantaged business	2.6
H.2.3 (c)	**Work breakdown structure and schedule**	**3.0**
	WBS	3.1
	Schedule	3.2
H.2.3.(d)	**Cost Proposal**	***See Volume 2***
H.2.3.(e)	Key Personnel resume working on this Task Order	5.0 *(n/a for this TO)*
H.2.3.(f)	**Deliverables and Acceptance Criteria**	**6.0**

1.0 TASK ORDER 001 PROPOSED SOLUTION

Our proposed solution establishes the organization, performance measures, methodologies, processes, tools and an integrated plan to accomplish Task Order 001 (TO-001) while laying the foundation for DHS to achieve its goals for US-VISIT.

All redacted information has been withheld under (b)(4)

Task Order 001 Scope. Figure 1-1 highlights the objective, scope and key program management activities. Successful execution of this Task Order is essential to achieving the US-VISIT End Vision. Moreover, success demands a partner with a proven and innovative solution based on measurable business outcomes.

In order to be productive on Day 1, we mobilize our key personnel and establish the program infrastructure, processes and plans shown in Figure 1-2. We align our Organization to the US-VISIT Program Management Office (PMO) and include the stakeholders as vital members for program success. We implement an Integrated Product Team (IPT) structure to matrix our skills, consistently using common processes, tools, and methodologies to achieve a single unified vision. Our Senior Advisory Board and the Client Quality Management Assessment (CQMA) process provide independent insight and guidance on achieving the program goals. Our commitment is backed by specific performance measures tied to our compensation. [redacted] provides a role-based secure access to dashboards, and a suite of tools and program management resources and knowledge assets. We are ready.

Our solution is based on our proven experience in complex program start-up and execution

- We co-located our office with US-VISIT PMO and mobilized our core staff, tool sets and processes in place to be fully productive Day 1
- We established an Alliance Program Office (APO) and IPT structure staffed with our best people
- Our teams' compensation is tied to successful implementation and business outcomes
- Our innovative business architecture IPT focuses on program-level business needs and the End Vision to drive out the right technical solution

USVD 114

Task Order 001 Objective

- Establish and maintain a comprehensive program and project management methodology, policies, processes, procedures and support structure to assist the US-VISIT program office in managing the program development and integration

Task Order 001 High-level Scope

- Provide program and technical management services to implement the US-VISIT End Vision
- Provide integrated planning, implementation and management services to the US-VISIT tasks
- Represent the Alliance in various groups including Boards, Committees and IPTs to support integration activities

Key US-VISIT Program Management Activities

- Guard privacy of information collected
- Eliminate cultural, policy, organizational and stove-piped legacy system barriers
- Balance milestone dates and delivery of business results
- Proactively communicate and reach out to all stakeholders
- Minimize potential impact of change causing workforce anxiety
- Implement reengineering/standardization/integration of numerous business processes
- Establish effective and quantifiable performance measures to justify program cost and benefits
- Effectively manage legacy transitions, integration and coordination
- Engage and collaborate with multiple and dispersed teams, stakeholders and industry groups

USVD 135

Figure 1-1. Task order 001 scope forms the basis for our proposed solution

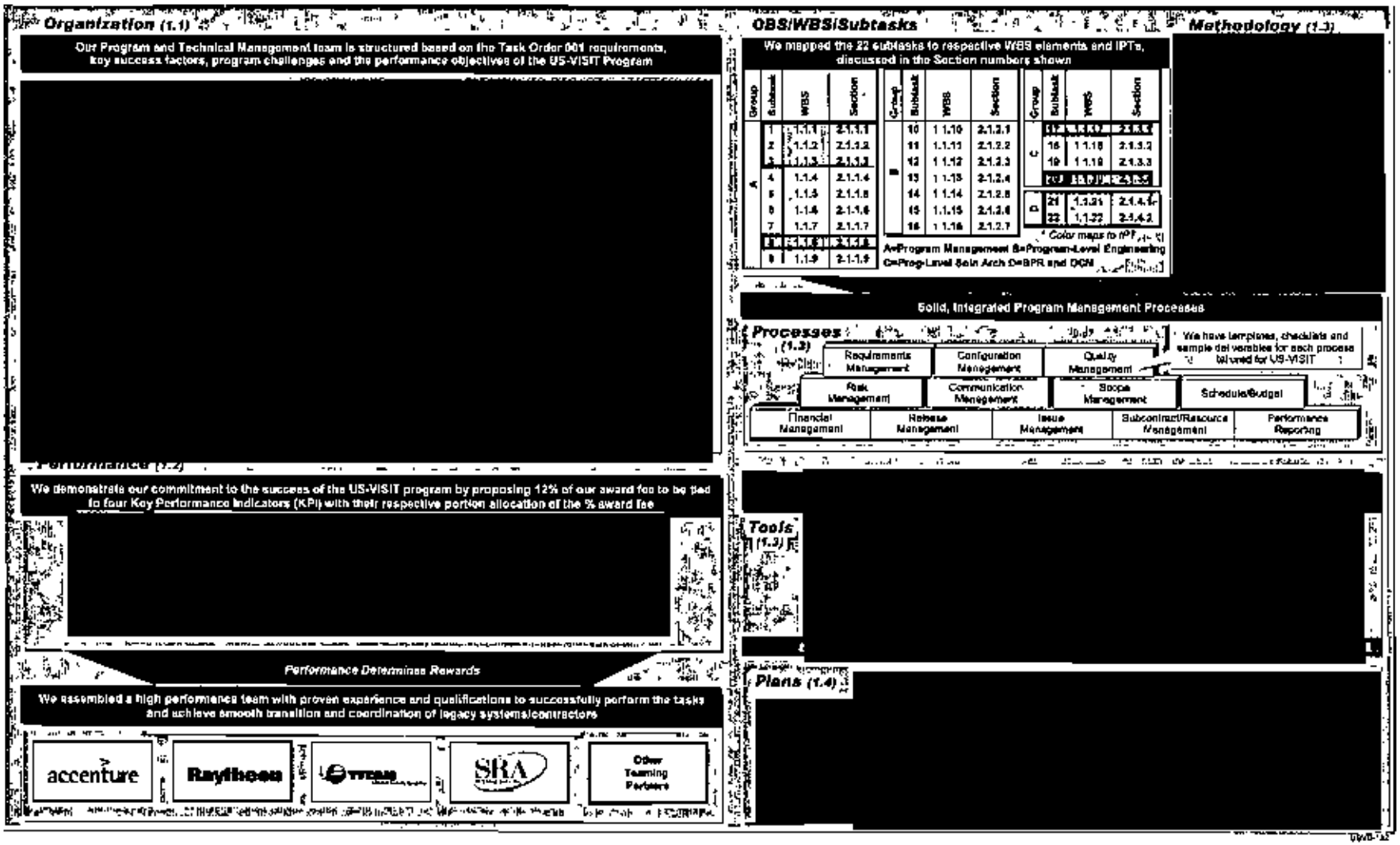


Figure 1-2. Our Task Order 001 Solution lays the foundation for successful US-VISIT execution because it is flexible to accommodate new requirements and robust enough to handle complex integration activities

1.1 Organization

We designed our organization to be [redacted] to promote day-to-day involvement and input on major project decisions from users and former border management executives.

Our Management Structure. The IPT-based management structure, shown in Figure 1-3, illustrates our overall organizational approach for TO-001. As Accenture's largest and most significant program, US-VISIT has the full commitment, backing and priority necessary for the program's success [redacted]

The IPT structure allows us to use our skills across increments, provide focus and direction, and employ common processes and tools while enabling integration and collaboration across teams and increments. Our Alliance Program Office (APO) focuses its resources and skills towards achieving the End Vision while the IPTs focus on integrated program and technical management activities at program and Increment 2B levels. Application of rigor and focus on [redacted]

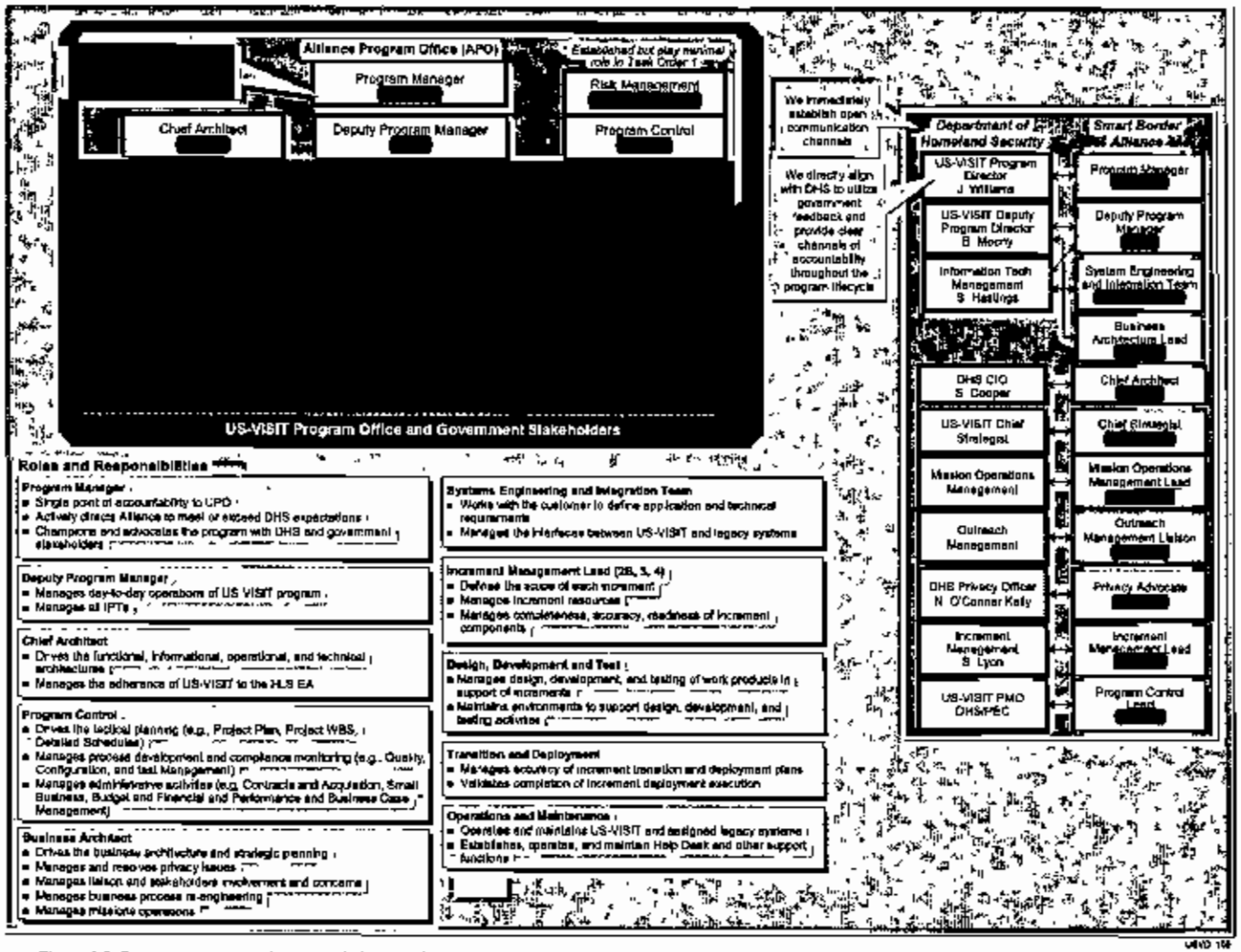


Figure 1-3. Our corporate commitment and clearly defined roles and responsibilities with open communication create a high performance organization to achieve the US-VISIT program performance objectives

All redacted information has been withheld under (b)(4)

[redacted]

We build direct lines of support and accountability between key DHS and Alliance roles to facilitate communication, as demonstrated in Figure 1-3. [redacted] interfaces directly with US-VISIT Program Director Jim Williams.

We have successfully used a similar management structure on other large and complex integration programs including the Defense Logistics Agency Business Systems Modernization (DLA-BSM) program [redacted]

High Performance Team. Consistent with our high performance teaming approach, we work collaboratively with our Smart Border Alliance companies to identify qualified personnel for TO-001. Our Tier 1 team includes Accenture, Raytheon, Titan, and SRA, with support from our other subcontractors.

Accenture, the Prime Integrator for the US-VISIT program, brings its Program Management and business transformation best practices relevant to TO-001 program management, [redacted]

Smart Border Alliance

Smart Border Alliance Strengths

- **Accenture:** Prime Integrator, Program Management, Business Transformation, Solution and Training Development
- **Raytheon:** [redacted]
- **SRA:** [redacted]
- **Titan:** [redacted]
- **Small Business and Other Large Businesses:** [redacted]

USVD 057

[redacted] Raytheon brings [redacted] and expertise relevant to the program-level engineering and program management activities. Titan [redacted] expertise. SRA provides [redacted] expertise.

Our team uses CMMI [redacted] assessed program management methods and processes to achieve TO-001 objectives. Our organizational structure fosters coordination and collaboration among team members by clearly defining roles and responsibilities, and shared incentive plans.

Experienced Personnel. The Smart Border Alliance brings skilled resources with extensive experience directly applicable to TO-001. Figure 1-4 lists key members of our team with relevant skills to accomplish TO-001 integration activities. [redacted]

Our combined team offers a large pool of experienced program and technical

management professionals from similar large and complex programs [redacted]

All redacted information has been withheld under (b)(4)

Representative Key Personnel Skill Matrix

Name	Proposed Position	Business/Economic Analysis	Communications and Networking	Business Process Reengineering	Organizational Change Management	Information Security	Identity Management/Privacy	Program/Project Management	Strategic Planning and Analysis	Systems and Enterprise Architecture	Software Engineering	Systems Engineering	Border Management	Biometrics	Training
[redacted]	Program Manager														
	Deputy Program Manager														
	Risk Manager														
	Chief Architect														
	Program Control Lead														
	Business Architect														
	Systems Engineering and Integration Team Lead														
	Increment Mgmt. Lead														
	Design, Development, and Test Lead														
	Transition and Deploy Lead														
	Lead Planner														
	Outreach Liaison														
	System Performance Lead														
	Info. Assurance Lead														
	Program Solution Architect														

1 – Not applicable to the candidate or no training and experience
2 – Formal training, but little or no experience on projects of this size and complexity
3 – Comparable project experience, but not in a leadership role
4 – Comparable project leadership or principal staff responsibility
5 – Comparable project leadership or principal staff responsibility and is regarded as expert in field as evidenced by publications, seminars, etc.

USVD 113

Figure 1-4. The technical and management experience of our key personnel help deliver the US-VISIT vision with minimal risk

accenture

All redacted information has been withheld under (b)(4)

[redacted]

Our Senior Advisory Board (at no cost to the program) brings relevant, diverse Federal, State, Local and commercial experience to provide advice and counsel on the overall US-VISIT Vision and specific expert guidance on various initiatives and strategies.

1.2 Integrated Program Performance Management

We developed an integrated performance management approach to determine our performance incentive plan, and define how we track and report our management performance for TO-001.

Performance Measurement and Metric Processes. Figure 1-5 describes our process for defining performance measures and metrics pre- and post-contract start. Prior to contract start, we define the [redacted]

We review, discuss and adjust with the US-VISIT PMO to finalize our proposed performance plan. [redacted]

[redacted]

USVD t15

Figure 1-5. Defining the performance plan with DHS establishes a baseline for performance measures and metrics

All redacted information has been withheld under (b)(4)

[redacted]

Figure 1-6. [redacted]

All redacted information has been withheld under (b)(4)

[redacted]

Integrated Performance Reporting. Figure 1-8 shows our integrated program management reporting environment. Specifically, [redacted]

[redacted]

USVP 090

Figure 1-7. [redacted]

All redacted information has been withheld under (b)(4)

[redacted]

Figure 1-8. [redacted]

[redacted]

In this project, we use [redacted] to automate our CMMI [redacted] processes including project identification, real-time status reporting, business process tracking, and policy enforcement.

We have alliance relationships with various product vendors [redacted] which facilitates continuous improvements while giving our alliance team access to a wealth of lessons learned, knowledge assets and relevant training directly applicable to TO-001 performance.

1.3 Methodology, Integrated Processes and Tools

Our Enterprise Lifecycle Model (ELCM)/SDLC Methodology, integrated processes and tools provide optimum program management, services, and reporting of management performance for TO-001.

All redacted information has been withheld under (b)(4)

[redacted] Figure 1-9 shows the relationship between [redacted] aligned with the goals of the 22 subtasks.

ELCM [redacted] Methodology. Our ELCM is developed through the integration [redacted] It delivers service quality in the areas of processes, deliverables, outcomes, and continuous improvement.

[redacted]

Integrated Processes and Tools. Our integrated management processes and tools are directly aligned with TO-001 subtasks. Our web-based [redacted] provides total visibility into subtask progress at any given time. Program and technical tools are used at various stages of the methodology to capture, model, document, track, manage, and support the reliable, organized progression of TO-001 delivery.

Several tools have been chosen to align with the processes to complete Program Management subtasks. [redacted]

[redacted] Additional integrated tools are used to support Program Management, such as [redacted]

Within Program-Level Engineering subtasks, we use several tools to support the systems engineering management plan. For example, [redacted]

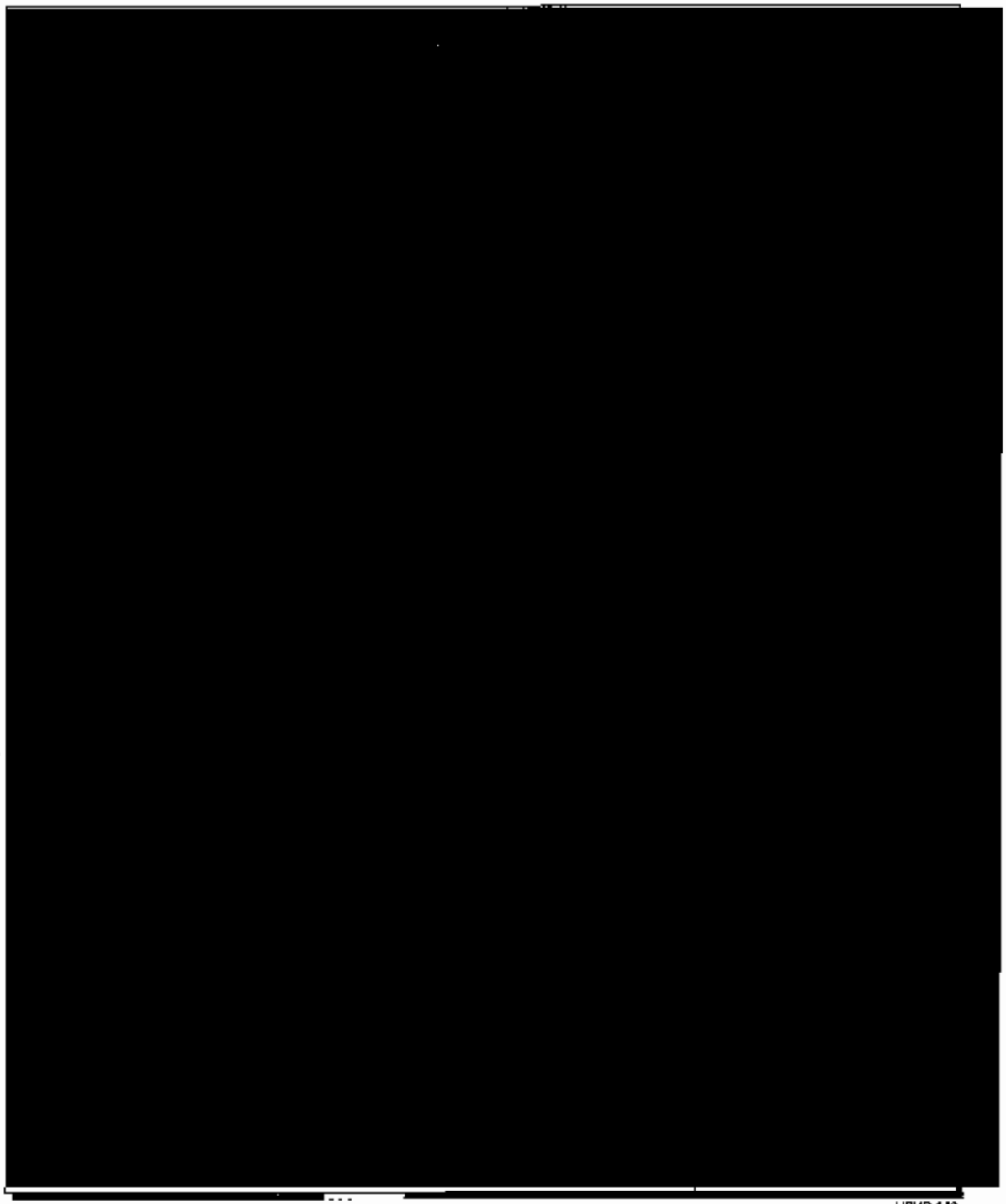
Supporting the program-level solution architecture subtasks, [redacted]

1.4 Integrated Day 1 Readiness and 30-Day Plan

We proactively mobilized our key resources, established our APO and related infrastructure to be ready and productive Day 1.

Day 1 Program Readiness Plan. Our pre-contract readiness plan, shown in

All redacted information has been withheld under (b)(4)



USVD 140

Figure 1-9. Our integrated management processes and tools are tailored for US-VISIT Task Order 001 to Implement repeatable and disciplined program and project management methodology

Figure 1-10, is a best practice from our team's experience in similarly complex program startups and is tailored to address TO-001 and the overall program business needs.

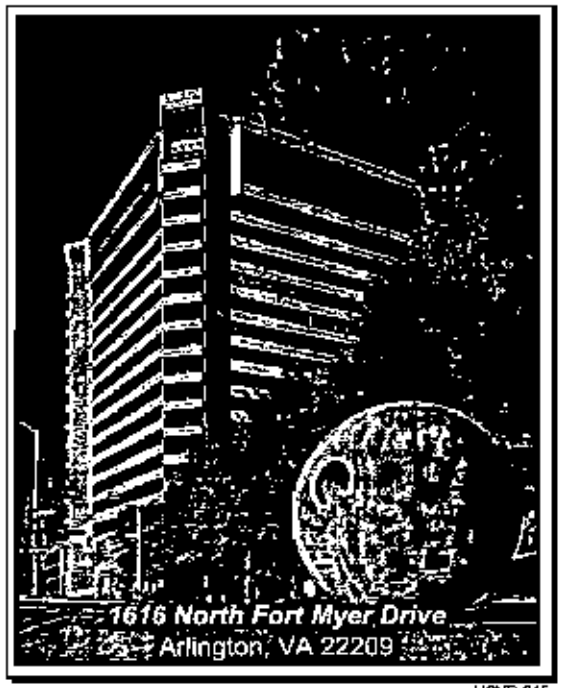
We established our APO office (Figure 1-11) in the same building as the US-VISIT PMO for efficient and optimum

communication and collaboration. Our office is set-up and equipped with the required technology infrastructures to execute our program and technical management tasks.

We fully commit our key personnel for the duration of TO-001, and for a total of at least two years, to maintain continuity and establish a strong foundation. These individuals have received US-VISIT program-related orientation, played a role in the proposal development effort, and are ready to start Day 1. In addition, we have more than [redacted] on stand-by who have attended the US-VISIT orientation – many of whom are contributors to the Alliance's US-VISIT proposal response.

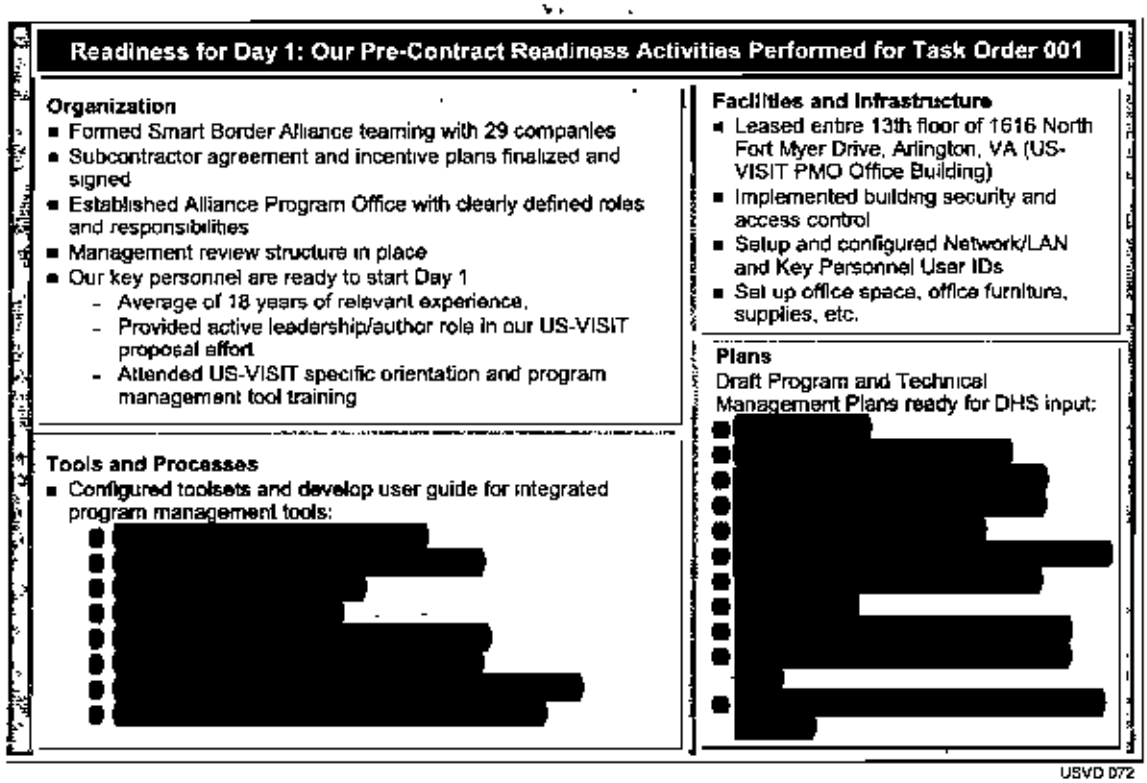
All redacted information has been withheld under (b)(4)

30-Day Plan. Figure 1-12 highlights key representative milestones extracted from our detailed WBS and additional activities identified for TO-001.



USVD 015

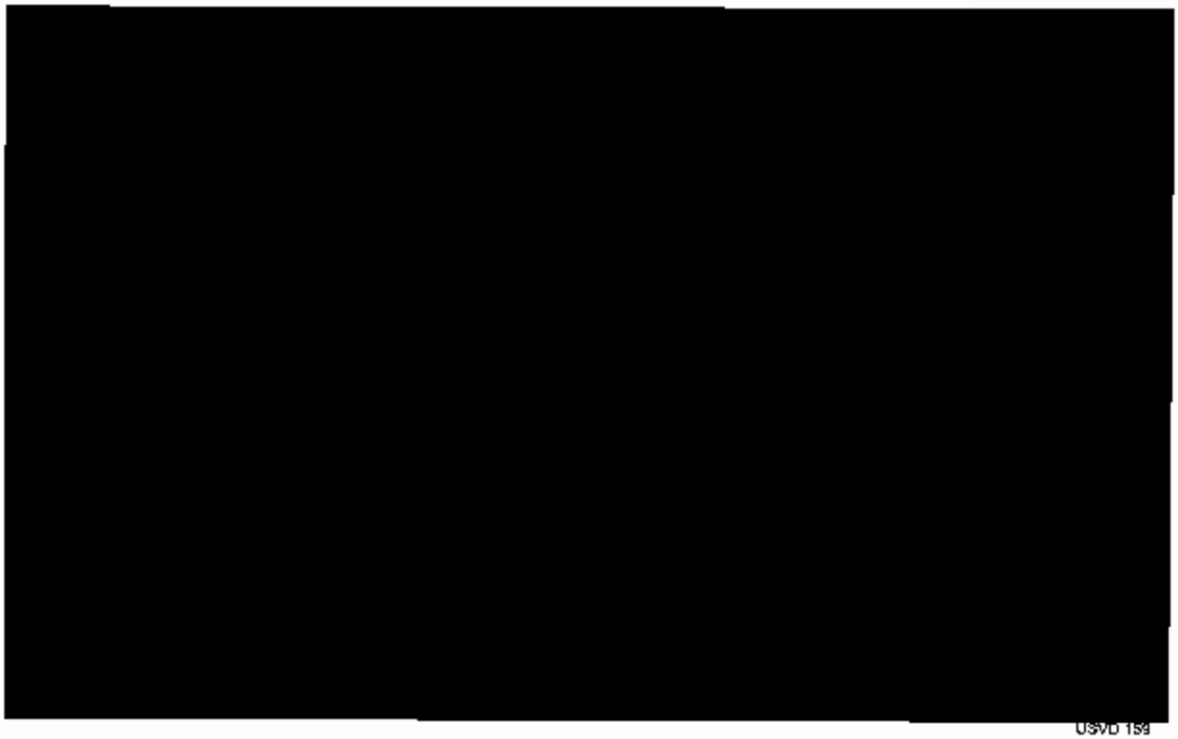
Figure 1-11. Smart Border Alliance Office – We signed the lease for the entire 13th floor of the same building as the US-VISIT PMO



USVD 072

Figure 1-10. Our significant pre-award effort in US-VISIT planning, staffing, tools, and facilities provides DHS with productivity on Day 1 and a seamless coordination with legacy incumbents

All redacted information has been withheld under (b)(4)



USVD 159

Figure 1-12. Our 30-Day Plan quickly establishes program and technical management baselines and includes key program activities for speedy program ramp-up

During the first 30

These activities play a critical role in quick TO-001 ramp up and collaboration with key stakeholders including teams with Increment 2B functional and technical knowledge.

All redacted information has been withheld under (b)(4)

1.5 Task Activities Integration

Extensive experience and assets enable the Alliance Team to develop our solution and seamlessly integrate task activities into the US-VISIT program.

Alignment with Task Order Full Lifecycle Phases. We partner with the US-VISIT PMO during the

[redacted]

Figure 1-13 shows how the US-VISIT program plan and other business needs drive the creation of a SOW for a new task order [redacted]

During the proposal planning and development stage, we collaborate with the US-VISIT PMO [redacted]

We structure our post award integration [redacted]

We continuously update the program and technical management plans and architectures throughout the task order lifecycle to enable technology, process and organizational integration and improvements [redacted]

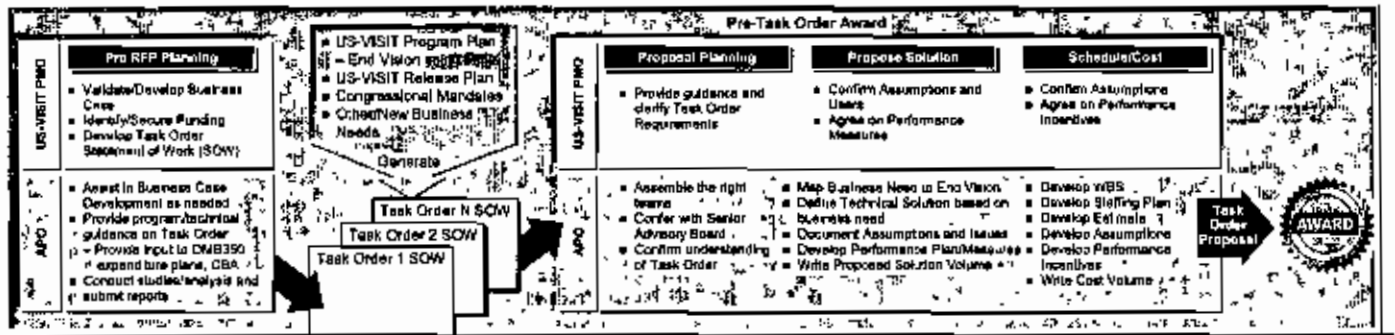


Figure 1-13. Our task activity integration process seamlessly integrates tasks into the US-VISIT program for Task Order 001

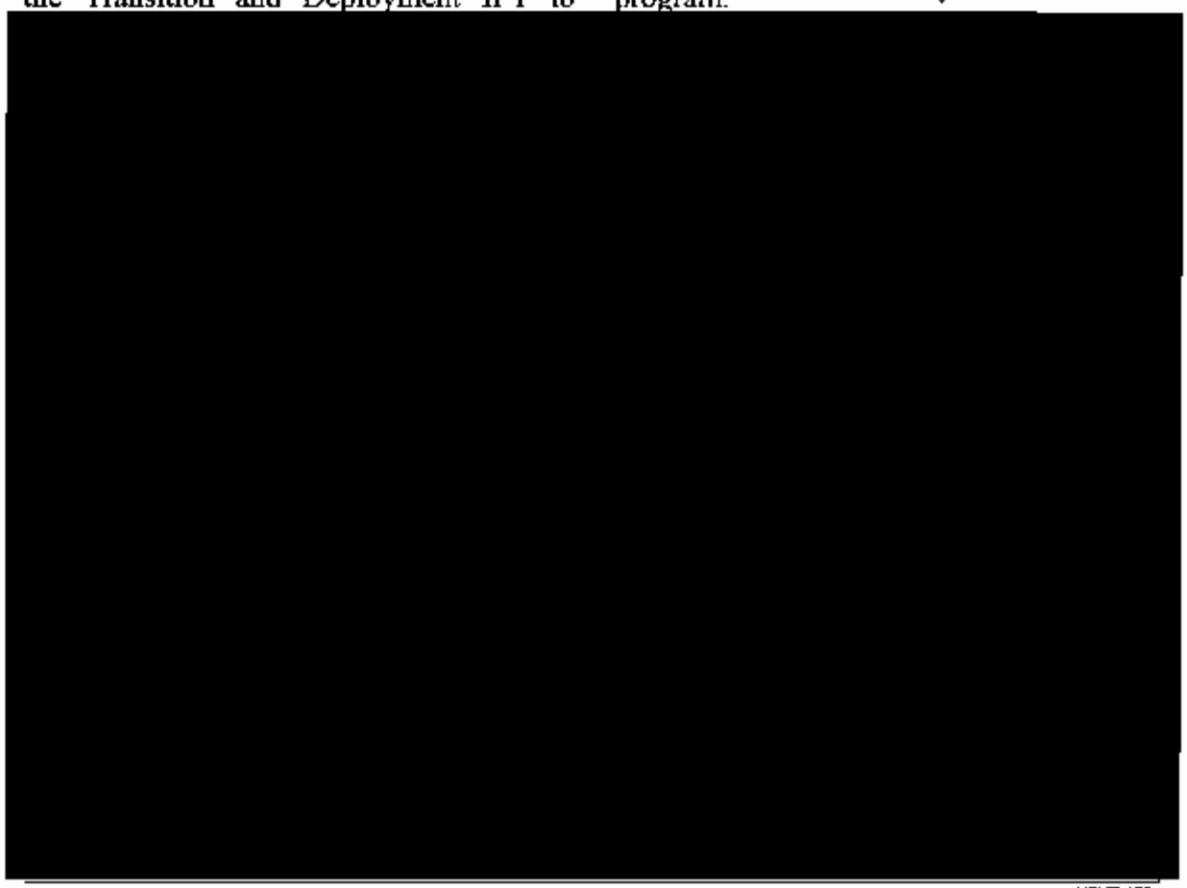
All redacted information has been withheld under (b)(4)

At the project level, our role focuses on adherence to standard processes and methodologies, providing guidance on task order specific tasks, monitoring task order costs, conducting risk assessments, and providing guidance on transition issues, documentation, and planning.

Our continuous process improvement initiatives allow the lessons learned to be incorporated across increments throughout the lifecycle of our task activity integration effort.

Task Activity Integration Example. Our integrated IPT teams work collaboratively in a "single badge" environment so that we can integrate all task activities into the overall US-VISIT program. Figure 1-14 shows how we use the Transition and Deployment IPT to integrate the transition strategy subtask #9 into the overall US-VISIT program. Work products from subtasks #4, #20, and #21 serve as input for subtask #9. The creation of the [redacted]

Defining the [redacted] enables better management and execution of the transition strategy towards the End Vision. The progress of the transition is promptly communicated through reports, reviews, and meetings. The [redacted] demonstrates that we have the structure in place to integrate all program level activities into the US-VISIT program.



USVD 122

Figure 1-14. We show how an activity within Subtask 9 is integrated into the overall US-VISIT program to demonstrate our understanding of the task activity integration requirements

1.6 Task Order 001 Assumptions.

Our TO-001 technical and cost assumptions serve as input for our proposed technical solution.

Figure 1-15 shows a representative list of technical assumptions generated as we developed our solution for each subtask.

Volume 2 Cost/Price provides detailed and comprehensive cost assumptions and explanation of work to be performed for each subtask.

Figure 1-15. High-level technical and cost assumptions were used in developing our proposed Task Order 001 solution

1.7 Benefit to US-VISIT and Task Order 001.

Our comprehensive program and project management methodology, policies, processes, procedures and support structures provide potential benefits that directly address TO-001 Objectives, Scope, and Key Imperatives.

The Alliance Program Office uses proven practices, information sharing and visibility, and accelerated program readiness; program cost savings through a strong transition strategy, strict quality management and expedited processes, and positive business outcomes through strong communication with stakeholders and business-driven technology.

Figure 1-16 highlights some of the key benefits of our proposed solution. Additional potential benefits are provided as subtasks are addressed in later sections.

Large scale transformation programs integrating people, process, technology and culture are a core competency for the Alliance. Our Alliance team applies its strengths, synergized with our teammates' strengths, to build the foundation for realizing the US-VISIT End Vision.

Feature	Benefit
[redacted]	

All redacted information has been withheld under (b)(4)

USVD 143

Figure 1-16. Our proposed solution benefits are quantifiable and measurable resulting in successful Task Order 001 outcomes

2.0 DETAILED TASK ORDER PROJECT PLAN

Our Task Order 001 Project Plan, Figure 2-1, considers every aspect of this complex business transformation including program management, engineering, architecture, business process reengineering (BPR) and organizational change management (OCM) methods.

All redacted information has been withheld under (b)(4)

2.1 Task Order Tasks

Program Management. The Alliance commands and controls the US-VISIT program through the Alliance Program Office (APO). The APO implements and evolves the [redacted] which guides our management processes and plans. Our management processes instill a culture of process improvement by continually assessing our progress toward the End Vision.

Our processes continually identify [redacted]

Program-Level Engineering. We work with US-VISIT engineers to build upon the vision of the Homeland Security Enterprise Architecture (HLS EA). We apply a [redacted] Our plan integrates legacy and new solutions to provide seamless capabilities.

We focus on [redacted] for Port of Entry operations and traveler entry and exit processes. We incorporate [redacted] into our solution.

Program-Level Solution Architecture. We collaborate with US-VISIT system architects to achieve the HLS EA requirements and align with the business and technical architectures. We define business and technical drivers and capabilities for the overall transition strategy. Our designs are flexible and adaptable to accommodate for the requirements of the incremental releases.

Business Process Reengineering and Organizational Change Management. [redacted]

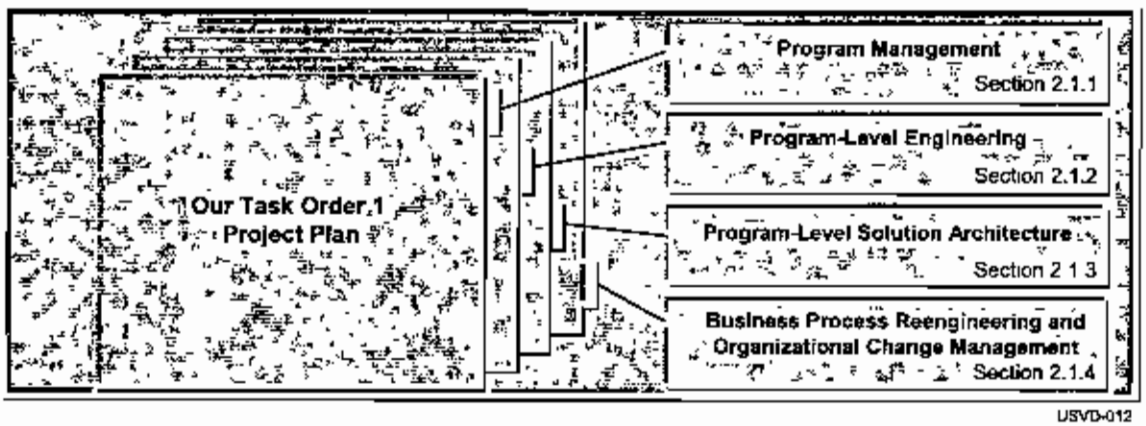


Figure 2-1. Our Task Order 001 Project Plan covers RFP requirements

2.1.1 Program Management

2.1.1.1 Program Planning (Subtask 1)

Our comprehensive approach to program planning is driven by US-VISIT goals and enables us to deliver each increment on time and within budget while meeting the program mission and objectives

The APO applies the approach depicted in Figure 2-2 to support the US-VISIT Program Office in developing and maintaining the program plan The Program Manager (PM) and Deputy PM work together to plan for the End Vision, including integration, reengineering, technology and business practices components

Our Draft End Vision Program Plan is a living document that addresses the scope of the program We control the plan through diligent EVM methods, quality management, and proactive risk management We protect the integrity of major milestones by focusing management time on the right detailed work products and revising these details in our plans.

Our team supports US-VISIT strategic planning by providing timely input to important documents such as the OMB E300, the annual budget and the expenditure plan In addition, we assist with briefings and responses to Congress and other oversight entities. Our team provides quantitative business case focused analysis to support DHS priority planning and decision making.

We use integrated processes and tools to monitor program progress including cost and schedule estimating, program control, and risk management described in sections 2.1.1.2, 2.1.1.3, and 2.1.1.4. In summary, our approach defines and maintains the program plan, supports strategic planning and decision making, and allows us to deliver the End Vision successfully

[redacted]

USVIO 161

Figure 2-2. Smart Border Alliance Program Planning assists in defining and maintaining the Program Plan, providing analyses and reports to support Executive Decision Makers, Congress, other oversight entities and US-VISIT Strategic Planning enabling us to deliver our End Vision

All redacted information has been withheld under (b)(4)

2.1.1.2 Cost and Schedule Estimation Methodology (Subtask 2)

Our CMMI [redacted] compliant Cost and Schedule Estimating methodology, based on thousands of projects, provides high quality estimates to improve planning, cost and schedule forecasting accuracy [redacted]

We continually monitor, evaluate, and improve the processes and tools used in our approach based on internal and external forces. These include our program experience and evolving [redacted] For more information, refer to sections 2.1.1.6 and 2.1.1.7, and the Qualifications section in Volume 4, Part D.

Our team uses an integrated set of tools to define, review and update our [redacted]

[redacted]

Figure 2-3. [redacted]

2.1.1.3 Program Control Methodology (Subtask 3)

Our Program Control Methodology (PCM) is based on [redacted] provides standard processes to keep the US-VISIT team, composed of DHS, the Alliance and other contractors, working together on the same plan towards the same program goals [redacted]

Our PCM approach, depicted in Figure 2-4 [redacted]

[redacted]

Figure 2-4. Our Program Control Methodology allows us to collaborate with the Government and to continually direct, monitor, and forecast program initiatives using our proven processes and supporting tools to achieve program and project results

2.1.1.4 Risk Management Program (Subtask 4)

Our performance risk management program applies well-defined processes combined with large program and border management experience to proactively identify and mitigate risks before they occur. We use quantified risk factors to further minimize program risk.

Our performance risk management program provides an approach, as depicted in Figure 2

[redacted]

We develop an overall Risk Management Plan (RMP), in collaboration with the US-VISIT Program Office, defining the processes and tools applied in the program. Our plan directs a proactive process that reduces exposure to events that threaten the success of the program. In addition, our

[redacted]

Our approach is an integral part of our program control methodology. To facilitate this,

[redacted]

[redacted]

Figure 2-5. Our risk management plan quantifies implementation risk level and prioritizes management efforts using proven processes and tools to design strategies that mitigate program and project risk

2.1.1.5 Configuration Management Plan and Repository (Subtask 5)

Our Configuration Management (CM) practices, assessed at CMMI [redacted]

Our team has extensive experience planning and executing CM. Our teammate, [redacted]

Our structured CM process, as depicted in Figure 2-6, enables the [redacted]

Our Configuration Manager, [redacted]

All redacted information has been withheld under (b)(4)

[redacted]

Figure 2-6. Our configuration management process [redacted]

[redacted]

The CM Team develops the US-VISIT Configuration Management Plan by incorporating the Alliance's best practices and the approved DHS processes. [redacted]

All redacted information has been withheld under (b)(4)

[redacted]

The CM implementation begins with [redacted]

[redacted]

The CM tools referenced in Figure 2-7 [redacted]

Our CM practices emphasize both process and communication. Our CM approach supports the overall success of the US-VISIT program by focusing [redacted]

US-VISIT CM TOOLS		
Tool	Used by DHS	Function
[redacted]		

USVD 139

Figure 2-7. Our US-VISIT CM Team uses tools [redacted]

2.1.1.6 Quality Management Plan (Subtask 6)

Our quality management (QM) program focuses on standards, training in documented processes, and experienced personnel to build quality into the system.

Our Quality Management approach and plan keeps US-VISIT on schedule and on-budget by identifying and correcting quality issues early.

All redacted information has been withheld under (b)(4)

Our Quality Management Team

[redacted]

Figure 2-8. Our Quality Management System

All redacted information has been withheld under (b)(4)

[redacted]

2.1.1.7 Process Improvement Program (Subtask 7)

Our Quality and Process Improvement (QPI) team supports [redacted].

We deliver quality and process improvement services to the US-VISIT program by developing, maintaining, and deploying best practices, methodologies, tools, and knowledge capital using the CMMI framework for process improvements. Figure 2-9 illustrates the components of our [redacted]

Our Process Improvement Plan is based on this framework and is supported

[redacted]

Figure 2-9. Teaming with our client's personnel using a flexible integrated model provides a distinctive ability to formulate and deliver on large-scale complex programs

All redacted information has been withheld under (b)(4)

[redacted]

2.1.1.8 Communications Management Plans and Program Support (Subtask 8)

As partners, the Smart Border Alliance and the US-VISIT Program Office develop a communications approach that establishes and maintains well informed stakeholders and communities of interest.

We work as an integrated team with the DHS Communications and Government relationship staff to develop the Communications Management Plan (CMP). Our goal is to communicate the right messages, to the right people, at the right time, reflecting our border management experience.

All redacted information has been withheld under (b)(4)

Figure 2-10 depicts the process and major activities included in developing the CMP. The CMP includes [redacted]

[redacted]

As directed by the Government, we prepare correspondence, briefings, presentation materials, and reports for projects, and to support the activities of various boards.

We use the [redacted]

[redacted]

2.1.1.9 Transition (Subtask 9)

We apply our transition management experience and border management

[redacted]

Figure 2-10. Careful planning and stakeholder analysis provide a solid foundation for the US-VISIT communications management plan

lessons learned to transition legacy systems, while minimizing impact on legitimate travelers, commerce, and data privacy.

Our [redacted] manages the development of the Transition Management Plan (TMP) for each of the US-VISIT increments. Each increment has a dedicated [redacted]

All redacted information has been withheld under (b)(4)

Figure 2-11 depicts the comprehensive set of transition activities that are covered in the TMP [redacted]

[redacted]

USVD 062

Figure 2-11. We plan transition activities throughout the enterprise life cycle [redacted]

All redacted information has been withheld under (b)(4)

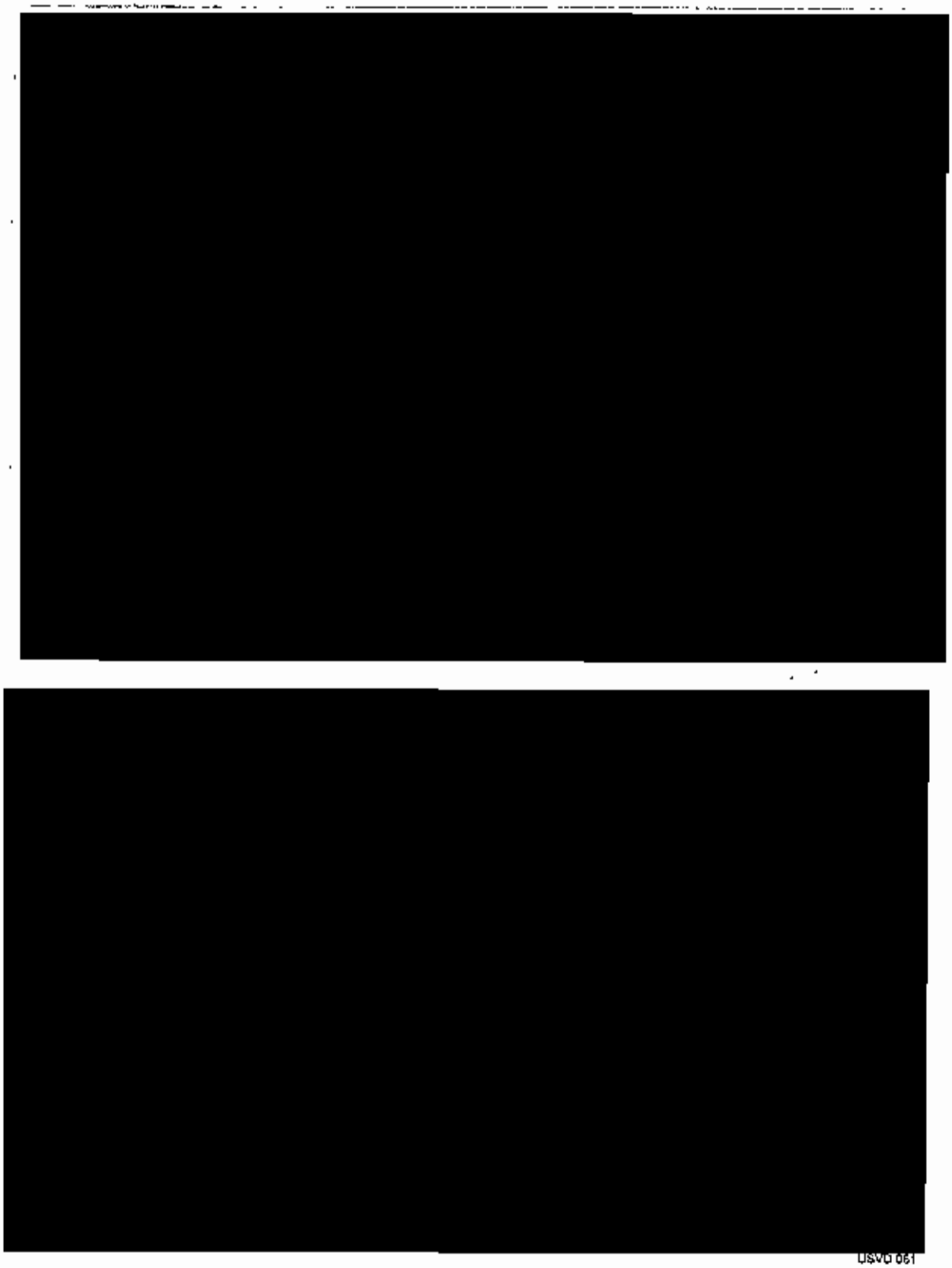


Figure 2-12. Our Transition Plan's deployment framework is based on rigorous, repeatable and flexible processes that support the implementation of increments that build toward our End Vision

2.1.2 Program-Level Engineering
2.1.2.1 Application of Approved Life Cycle Methodologies (Subtask 10)

All redacted information has been withheld under (b)(4)

Our business driven Enterprise Life Cycle Methodology (ELCM) with an integrated System Development Life Cycle (SDLC) provides control from a business perspective, reduces development risk, and designs solutions to meet US-VISIT goals.

Enterprise Life Cycle Methodology. Our comprehensive ELCM defines the phases of the program from initiation to retirement and program shutdown as portrayed in Figure 2-13. The HLS Enterprise Architecture (EA) Transition Plan guides our ELCM development. We define the tools and documentation to manage US-VISIT in the ELCM.

[redacted]

Figure 2-13. We apply the Enterprise Life Cycle Methodology (ELCM) to enable US-VISIT Information technology activities to be tightly aligned with business goals

All redacted information has been withheld under (b)(4)

[redacted]

We supplement the SOW specified ELCM requirements with our methodology, where appropriate. Our delivery methods and tools [redacted]

[redacted]

We maintain and evolve the processes over the program lifetime to optimize program operations. [redacted]

[redacted]

USVD 145

Figure 2-14. Our team provides experience, best practices and soundness of approach to exceed US-VISIT's architecture and system engineering requirements

System Development Life Cycle (SDLC).

Our SDLC is an integral part of our ELCM. The SDLC is focused on the [redacted]

All redacted information has been withheld under (b)(4)

[redacted]

2.1.2.2 Systems Engineering Management (Subtask 11)

Our proven system engineering management processes are well documented and available [redacted] providing rigor and discipline for the execution of program activities.

We describe the processes and procedures used to perform system engineering and how they are managed in the System Engineering Management Plan (SEMP). The organization, control mechanisms, and personnel responsible for implementing the cost, schedule, and technical performance of key US-VISIT engineering activities are described in the SEMP. [redacted] We provide access to this document for members of the program including the US-VISIT Program Office.

The SEMP includes the topics specified in the Task Order 001 SOW SEMP template. We validate and enhance this list of topics against our team's practices. Our process involves [redacted]

[redacted]

Figure 2-15 presents our tailoring of the SOW SEMP template. It involves mapping the sections of the SEMP [redacted]

[redacted]

USVD 075

Figure 2-15. SE Management blends industry practices into Smart Border Alliance [redacted]

All redacted information has been withheld under (b)(4)

[redacted]

2.1.2.3 Performance Engineering Plan (Subtask 12)

[redacted]

The steps as numbered in Figure 2-16 portray the milestones of performance engineering. Development of the Performance Engineering Plan (step 1) is based on the goals of US-VISIT, the team's best practices, and the current and future system architectures. The plan includes [redacted]

Following development of the Performance Engineering Plan, we implement [redacted]

All redacted information has been withheld under (b)(4)

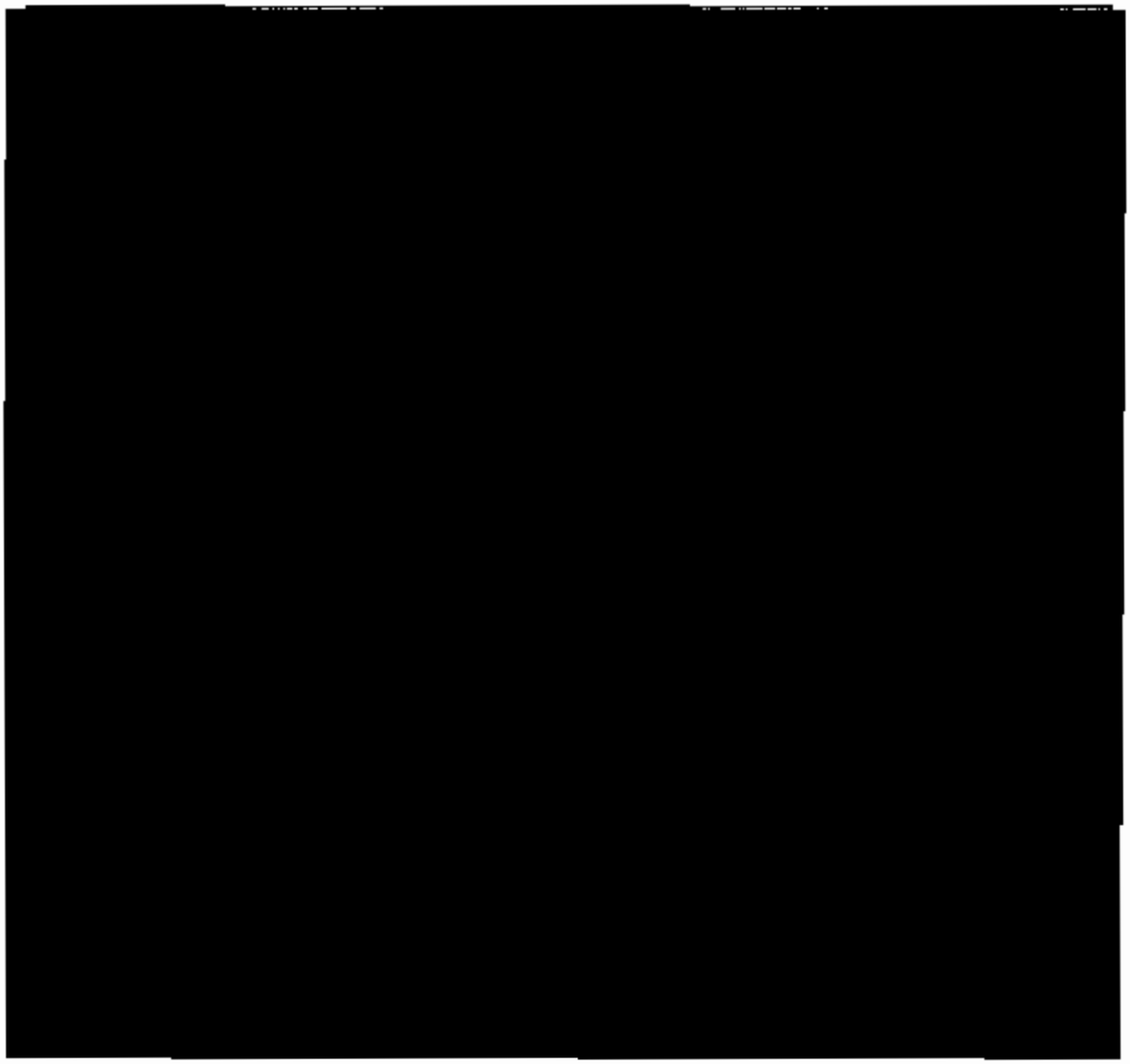
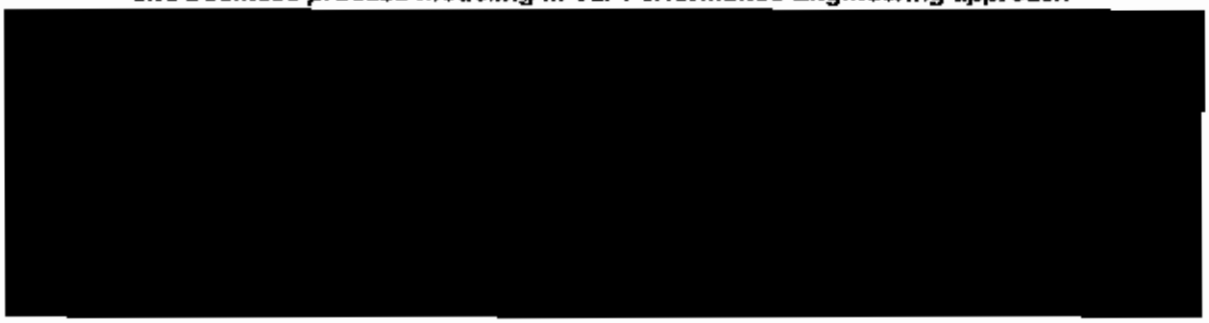


Figure 2-16. We combine technical assessments on US-VISIT subsystems and business process modeling in our Performance Engineering approach



2.1.2.4 Critical Technologies and Technology Insertion Plan (Subtask 13)

Our business-focused approach to technology insertion applies new technologies to gain business improvements and meet evolving requirements while minimizing disruption to ongoing operations.

[redacted]

Figure 2-17. Our business needs approach to technology insertion makes sure we apply technology appropriately to gain business improvement facilitating dramatic business process improvement

2.1.2.5 Systems Integration (Subtask 14)

Our integration approach combines processes designed to apply across organizational entities providing an integrated view of information to Federal, State, Local, and International agencies supporting Border Management.

[redacted]

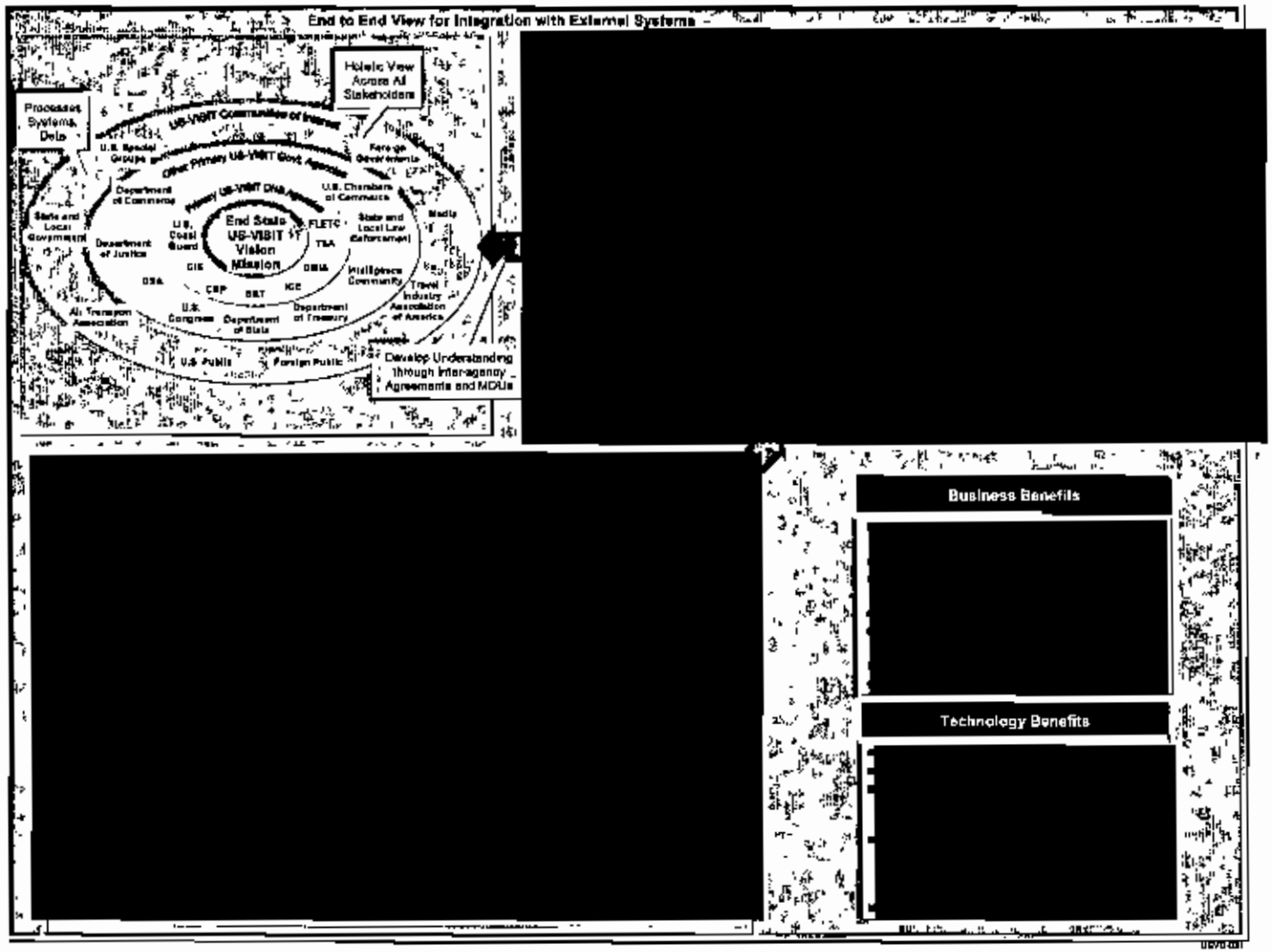


Figure 2-18. Our Systems integration approach fuses strategy, policy, modular architectures, and stakeholders to improve the business of Border Management

All redacted information has been withheld under (b)(4)

[redacted]

Our approach is used at many customer sites including TSA, DLA, and USPS. In addition, we have experience in evolving the HLS EA and US-VISIT legacy systems.

Our system approach provides benefits shown in Figure 2-19. [redacted] At the same time, our approach stays aligned with the HLS EA, while maintaining operational continuity across DHS and collaborating agencies. The approach reduces operational risk by reusing [redacted] of the legacy systems we targeted in our analysis through year [redacted] (detailed in Volume 3, Part A, End Vision Program Plan, Section 2.2., Incremental Release Strategy).

[redacted]

USVD 146

Figure 2-19. US-VISIT evolves as an integrated system-of-systems, achieving the goals of legacy integration through reuse, modernization and retirement

2.1.2.6 Human Computer Interface and Human Factors Engineering (Subtask 15)

We work collaboratively throughout the Enterprise Life Cycle Methodology (ELCM) validating usability standards to meet Government requirements, incorporating knowledge from previous projects and experienced users, into the Human Computer Interface (HCI) design process for high user satisfaction with deployed technology and applications

Our approach to HCI and Human Factors (HF) Engineering emphasizes that the user should be at the heart of an application's HCI design, providing usable and useful designs that are tested, iterated and validated [redacted] has ownership for HCI and HF Engineering Our initial draft of Human Engineering plan is in Appendix 6-32

Our approach to HF Engineering is to work closely with users and stakeholders throughout the HF Engineering Life Cycle Model as shown in Figure 2-20

Our approach uses [redacted]

Our approach is based upon past experiences at [redacted]

[redacted]

Figure 2-20 We work collaboratively throughout the SDLC validating usability standards to meet Government requirements, incorporate knowledge gleaned from retired Immigration and Customs experts, into the Human Computer Interface design for high user satisfaction

2.1.2.7 Information Security and Privacy Engineering (Subtask 16)

Information Security and Privacy Engineering is integrated into our Integrated Product Teams (IPTs) providing the US-VISIT Program with consistent application, maintenance, and implementation of system information security, privacy, and policy directives.

All redacted information has been withheld under (b)(4)

Our security and privacy engineering approach includes integrating each component into our IPT structure. [redacted]

Our approach provides controls for consistent development, maintenance, and execution of information security and privacy plans and integrates security and privacy engineering into the ELCM. We use a common process for developing plans and process that grows with the program.

Our team establishes tools, processes, and a security management model to deliver an effective information security and privacy approach for US-VISIT. By providing a model that leverages standards and proven practices from Government and commercial clients, we align and adapt our model to the DHS security policies and requirements.

Our security and privacy management model, illustrated in Figure 2-21, provides a solid and proven approach to managing the relationship between different classes of data, and providing a holistic approach to developing, certifying, and managing the following key areas:

- Information Security
- Policy Development

Our Alliance brings mission-critical information security and privacy experience in both Government and commercial contexts

- Security Measures
- Contractor User Accountability
- Training and Education/Training and Awareness Program(s)
- System Development Environment
- Vulnerability Assessments
- Physical Security
- Privacy Policy Implementation Plan

Our model recognizes that security and privacy is comprised of many processes, procedures, and plans that need to be defined and implemented to secure data and applications for the US-VISIT system of systems and provide protection of information from disclosure to non-authorized people. We address each of the key areas in our Security and Privacy Plan and continue to assess and modify these plans as security and privacy requirements change or additional threats or systems risks are identified. We build these activities into each phase of our System Development Life Cycle (SDLC).

Certification and Accreditation. The Certification and Accreditation (C&A) defines how a given IT system operates

All redacted information has been withheld under (b)(4)

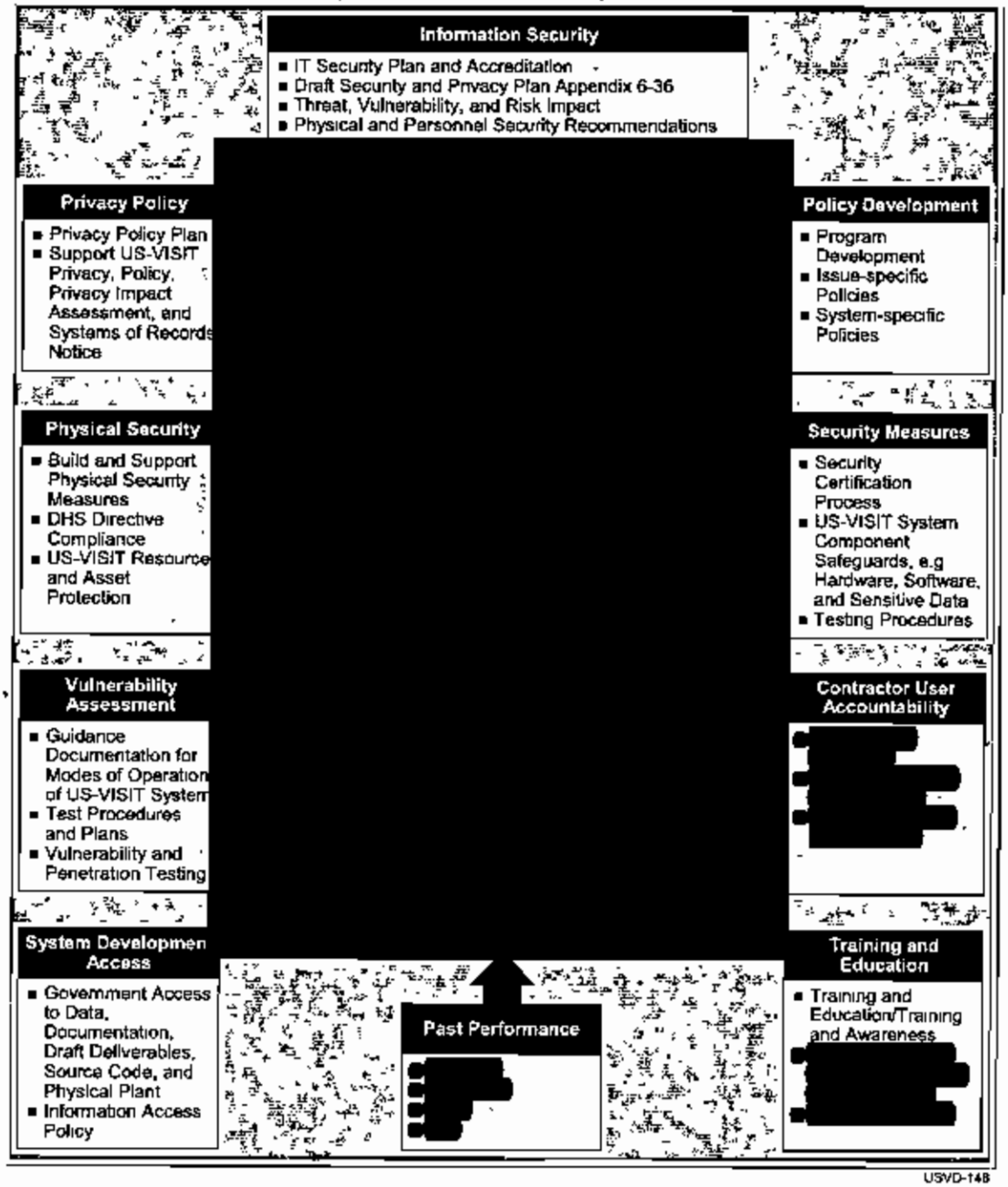


Figure 2-21. We provide a proven information security and privacy management model by incorporating standards and procedures from combined commercial and Government best practices

within a set of specified security requirements and has been authorized by agency officials to operate. The certification processes the information necessary for upper level managers to apply balanced security requirements to the system, given technical constraints, operational constraints and mission requirements.

[redacted]

All redacted information has been withheld under (b)(4)

[redacted]

We base our C&A processes on best practices used on a number of successful client implementations, [redacted]

Our security architects [redacted] create our system Risk Assessment (RA). [redacted]

The US-VISIT systems will be re-accredited every three years or whenever major changes are made to the security environment of the system or application.

Our C&A process [redacted]

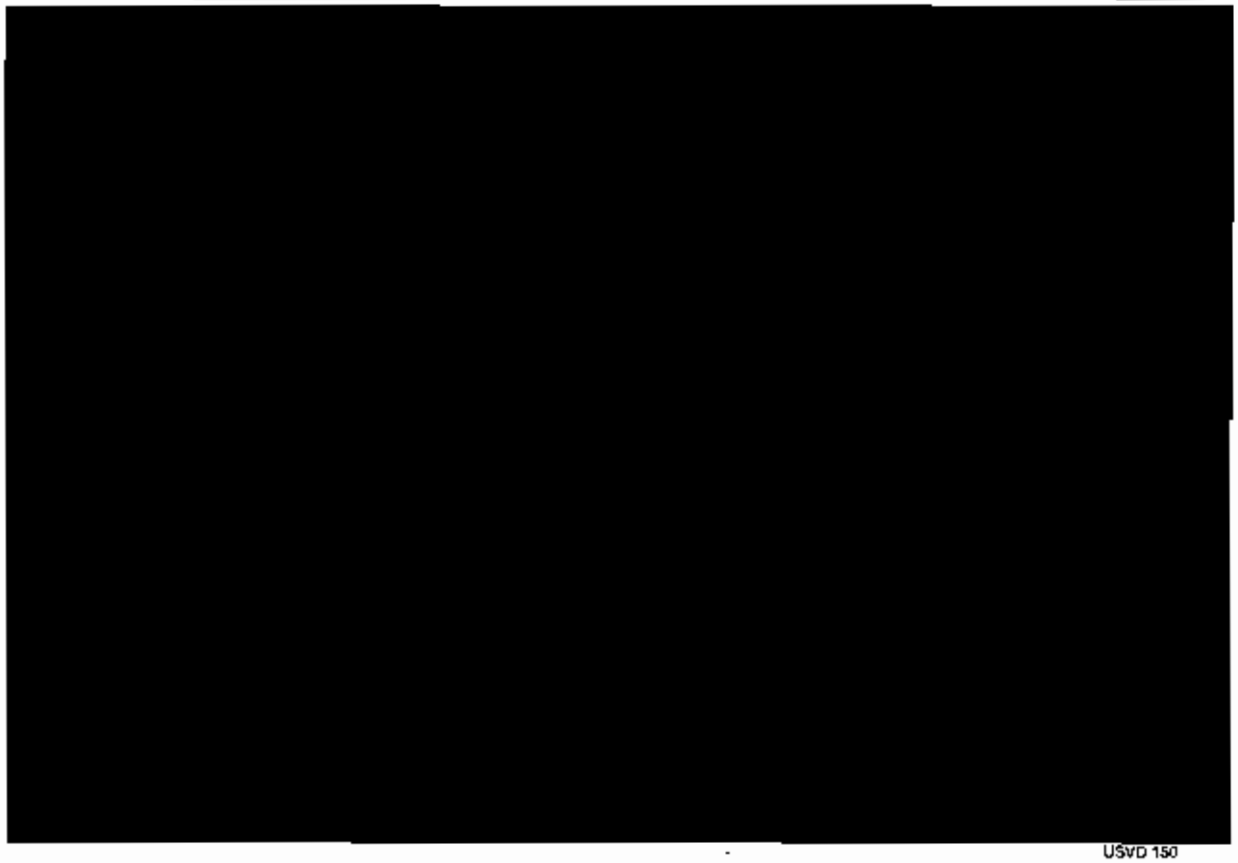
Our process for balancing system risks with security countermeasures, depicted in Figure 2-23, . determines [redacted]

[redacted]

USVD-149

Figure 2-22. We use a dedicated team and automated tools to create, maintain, and coordinate C&A documentation [redacted]

All redacted information has been withheld under (b)(4)



USVD 150

Figure 2-23. We use a managed information security risk assessment to determine the balance between US-VISIT risks and security countermeasure effectiveness

C&A process. We perform RAs whenever there is a major change to the IT system, or every year, as needed.

Our RA process is based on NIST SP 800-30, Risk Management Guide for Information Technology Systems (January 2002). We have integrated this process into the US-VISIT SDLC.

Our RA process produces

Similar implementations of our RA process have been used at other large complex program, where security is the highest importance,

2.1.3 Program-Level Solution Architecture

2.1.3.1 US-VISIT End Vision Solution Architecture (Subtask 17)

Our flexible, business-focused End Vision Solution Architecture (EVSA) evolves throughout the life of the program in response to dynamic changes in the program goals and requirements

Figure 2-24 shows our iterative EVSA process We use our Enterprise Life Cycle Methodology (ELCM) which contains tailored processes proven on successful programs such as for each EVSA component or view.

Section 3.3 Volume 2 details the EVSA processes in the context of the ELCM and the System Development Life Cycle

Our EVSA is based on the Federal Enterprise Architecture Framework (FEAF) and the HLS EA.

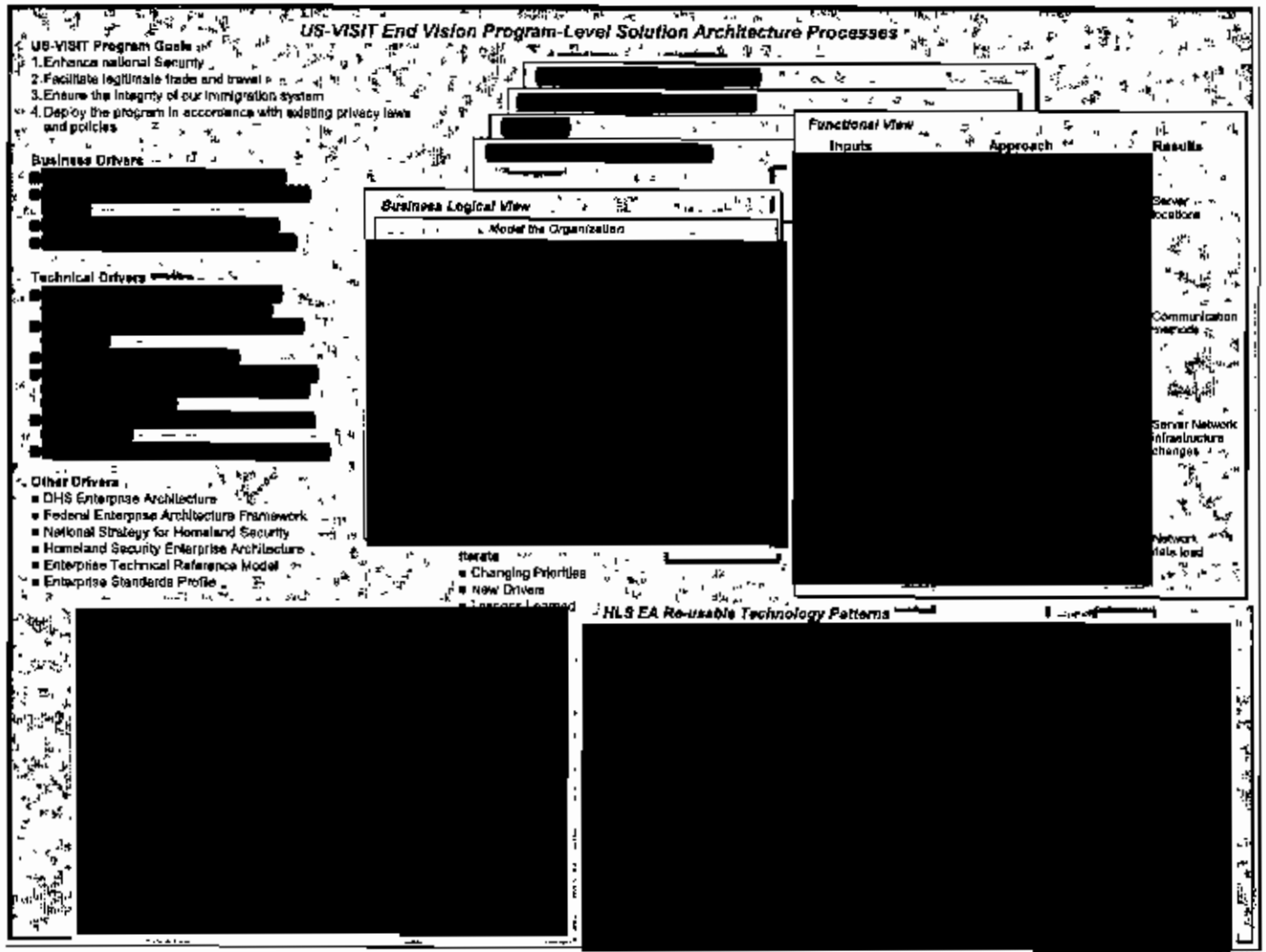


Figure 2-24. Our End Vision Solution Architecture provides a business-driven delivery of US-VISIT

2.1.3.2 US-VISIT Transition Strategy (Subtask 18)

Our transition strategy defines a business and technology evolution that gives DHS value in each increment while moving toward End Vision.

Our transition strategy, shown in Figure 2-25, defines the "what", "why" and "how much" that is required to deliver value to DHS for each release. Our strategy considers factors such as dates imposed by legislative mandates, DHS priorities of Desired Business Results (DBRs), the HLS EA transition strategy, technology and standards evolution, and legacy system capabilities. Our strategy [redacted]

All redacted information has been withheld under (b)(4)

[redacted]

USVD 064

Figure 2-25. Our Transition Strategy bridges the gap between current and target capabilities, defining priorities, organizing conceptual projects, and ordering by priority and dependency to address mission and business needs

[redacted]

Our transition strategy is developed by the [redacted]

All redacted information has been withheld under (b)(4)

We developed a similar transition strategy for our [redacted] that accommodated diverse drivers including [redacted] technology evolution, and international cross-system dependencies.

2.1.3.3 US-VISIT Release Architecture (Subtask 19)

Our release architecture integrates business processes, data, and technology to achieve US-VISIT business goals for each release.

Using the End Vision Solution Architecture (EVSA) as our "To-Be", and the transition strategy as a roadmap, we develop a release specific architecture and system-level requirements for each release identified in our transition strategy (Figure 2-26). [redacted]

[redacted]

USVD 085

Figure 2-26. The US-VISIT release architecture [redacted]

[redacted]

The release architecture we developed for our [redacted]

All redacted information has been withheld under (b)(4)

2.1.3.4 US-VISIT Release Definition (Subtask 20)

The analysis, detail, and stakeholder involvement behind our release definition reduces the implementation risk regarding technical feasibility and user acceptability in later increments.

Release Definition, [redacted]

[redacted]

The detail of our release definition, [redacted]

Our release strategy approach, used on the [redacted] delivered an integrated business solution for [redacted] ahead of schedule.

[redacted]

USVD-151

Figure 2-27. The thoroughness of our release definition, [redacted]

2.1.4 Business Process Reengineering (BPR) and Organizational Change Management (OCM)

2.1.4.1 Business Process Reengineering (Subtask 21)

Our BPR approach builds upon successes from current border management initiatives and our experience implementing large complex programs in government and private industry.

Our BPR approach, depicted in Figure 2-28, helps organizations bring together their [redacted]

[redacted]

Figure 2-28. We focus on Border Management business process reengineering. [redacted]

[redacted]

Our BPR approach was successfully used with similar business transformation programs [redacted]

2.1.4.2 Organizational Change Management (Subtask 22)

Our OCM methodology defines a change journey roadmap that engages and informs stakeholders and communities of interest, and empowers the DHS workforce to transform border management.

Our OCM approach depicted on Figure 2-29 focuses on: [redacted]

Figure 2-29 Our organizational change management approach is [redacted] to improve probability of End Vision success

2.1.5 Optional Solution Component

We propose our [redacted]

All redacted information has been withheld under (b)(4)

Our Alliance has worked with [redacted]

[redacted]

USVD 160

Figure 2-30. [redacted]

2.2 Government Resources

Government participation on our Integrated Product Teams (IPTs) is fundamental to achieve US-VISIT End Vision operational acceptance.

Figure 2-31 describes the Government resources we require to accomplish Task Order 001.

Government Personnel Participation. Our approach encourages DHS personnel with the appropriate skills to work jointly with our IPTs. Government personnel provide insight into improving border management performance and communication.

Government Furnished Information and Systems. We require documentation of current legacy systems to help generate Interface Control Documents (ICDs).

Government Facilities. The

Type	Purpose
Information and Facilities	
HLS EA and DHS Reference Models	Technical and enterprise architecture documentation for development of required plans
Legacy system documentation	SDLC deliverables for modified or interfaced systems
DHS Capital Planning and Investment Control (CPIC) activities information	Information regarding the specific DHS CPIC activities that will affect business case and task order development
DHS SDLC	Initial and subsequent versions of the DHS SDLC that may impact the US-VISIT SDLC
Security and Privacy Policies	Policies and procedures that impact the development of the US-VISIT Security and Privacy Plans
Port of Entry Facilities and Operations Information	Port of Entry facilities and operations information necessary to support creation of transition plans
Personnel	
US-VISIT PMO	Provide overall leadership and support to the APO
SMEs / Plan Reviewers	Provide required detailed input into and feedback on all Task Order 001 plans that will allow for their acceptance
Business Case support personnel	Provide assistance with OMB 300E submission
Configuration Control Board (CCB) members	Review and authorize changes requested in the CCB
Interface Control Working Group (ICWG) members	Participate in ICWG meetings
Contracting Officer's Technical Representative (COTR)	Provide oversight and acceptance of Task Order deliverables, invoices, and other contractual documents
Government Security personnel	Assist in the processing and approval of US-VISIT contractor personnel security checks
Legacy system contractors	Provide required knowledge of legacy systems that are being modified, interfaced with or retired
Equipment and Systems	
Access to POEs and DHS offices	Access required to complete transition planning and conduct required site surveys
Access to DHS Data Centers	Access required to complete plans involving infrastructure and Data Center operations
Access to DHS US-VISIT Intranets	Shared network or intranet space for US-VISIT collaboration and information sharing

USV D 151

Figure 2-31. We make use of existing Government resources and materials to accomplish Task Order 001

Government provides access to facilities primarily for site surveys.

2.3 Performance Measures

Figure 2-32 depicts our proposed performance measures applicable to Task Order 001 (TO 001). Key Performance Indicators (KPI) categorize performance measures for TO 001 and those across the US-VISIT program. Our proposed KPIs for the US-VISIT program are

All redacted information has been withheld under (b)(4)

[redacted]

Figure 2-32. We implemented our performance based contract by

All redacted information has been withheld under (b)(4)

2.4 Task Order Staffing

Our Key Personnel held primary roles on relevant Past Performance performance-based contracts and were selected based on their leadership and related experience. We identify and manage team personnel considering the position roles, responsibilities, and skill sets required to meet US-VISIT TO 001 requirements. These requirements drive position descriptions, personnel required, and staffing timeframes.

Figure 2-33 shows our projected staffing levels of our teaming partners and subcontractors for each month of TO 001. We ramp up quickly to meet the staffing needs early in the program. Our [redacted] approach brings US-VISIT the right people from our teaming partners at the right time. Staffing gradually declines as activities are completed.

Accenture, the Prime Integrator for the US-VISIT program, brings its [redacted]

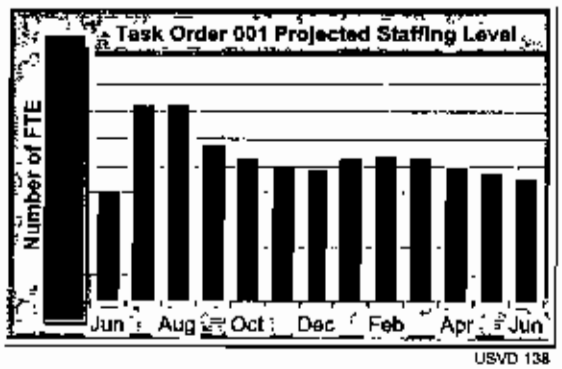


Figure 2-33. We quickly ramp up staff to expedite delivery of TO1 activities

[redacted] and SRA brings [redacted]

2.5 Location

With a consolidated and convenient Alliance Program Office co-located with the US-VISIT program team, we are up and running prior to contract start and ready to offer a close working relationship.

We provide ease of coordination by locating our program office a few floors below the US-VISIT program office, as shown in Figure 2-34. With 18,000 square feet of office space, the Alliance plans to situate our Program Management Office (PMO) and others involved in activities requiring close coordination with US-VISIT. This co-location is especially beneficial for efficient coordination of Smart Border Alliance SMEs and provides a secure location for US-VISIT related data.

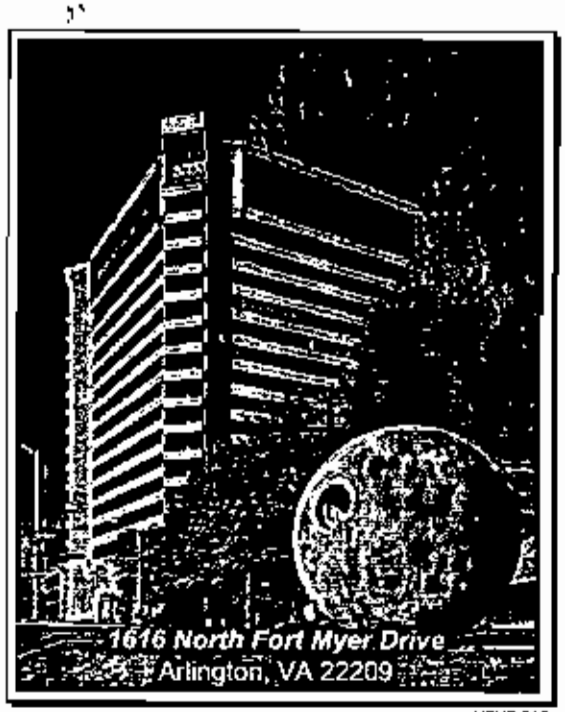


Figure 2-34. Smart Border Alliance Office – We signed the lease for the entire 13th floor of the same building as the US-VISIT PMO

2.6 Small, HUBzone Small, Small Disadvantaged, and Women-Owned Business Subcontracting

We have an innovative Small Business and Small Disadvantaged Business (SB/SDB) program. Our team allocates an [redacted] to SB/SDB. This estimate exceeds DHS's socio-economic participation goals. The SB/SDBs listed in Figure 2-35 play a role in designing and delivering our US-VISIT products. We selected each of our SB/SDB partners based on their demonstrated capabilities, and knowledge of DHS current initiatives, legacy systems and strategic objectives. We implemented a SB/SDB program based on successes achieved[redacted]

Our small business management approach quickly integrates people, technology, and processes to provide responsive, effective and efficient management. Our approach [redacted]

All redacted information has been withheld under (b)(4)

Small Business and Small Disadvantaged Business Teaming Partners

Company	Primary Contribution to US-VISIT	Type
[redacted]	[redacted]	[redacted]

Figure 2-35. The Alliance allocates [redacted] to SB/SDB exceeding DHS socio-economic goals

3.0 WORK BREAKDOWN STRUCTURE (WBS) AND SCHEDULE

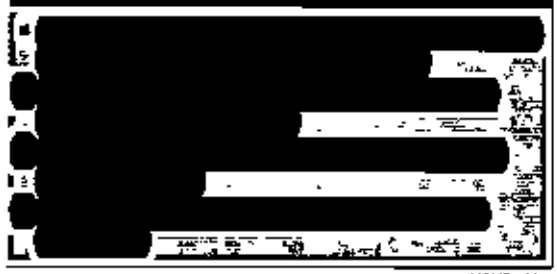
Our comprehensive, deliverable-driven WBS enables us to meet the Government's need to meet short-term legislative mandates and to achieve an innovative End Vision that meets program goals.

All redacted information has been withheld under (b)(4)

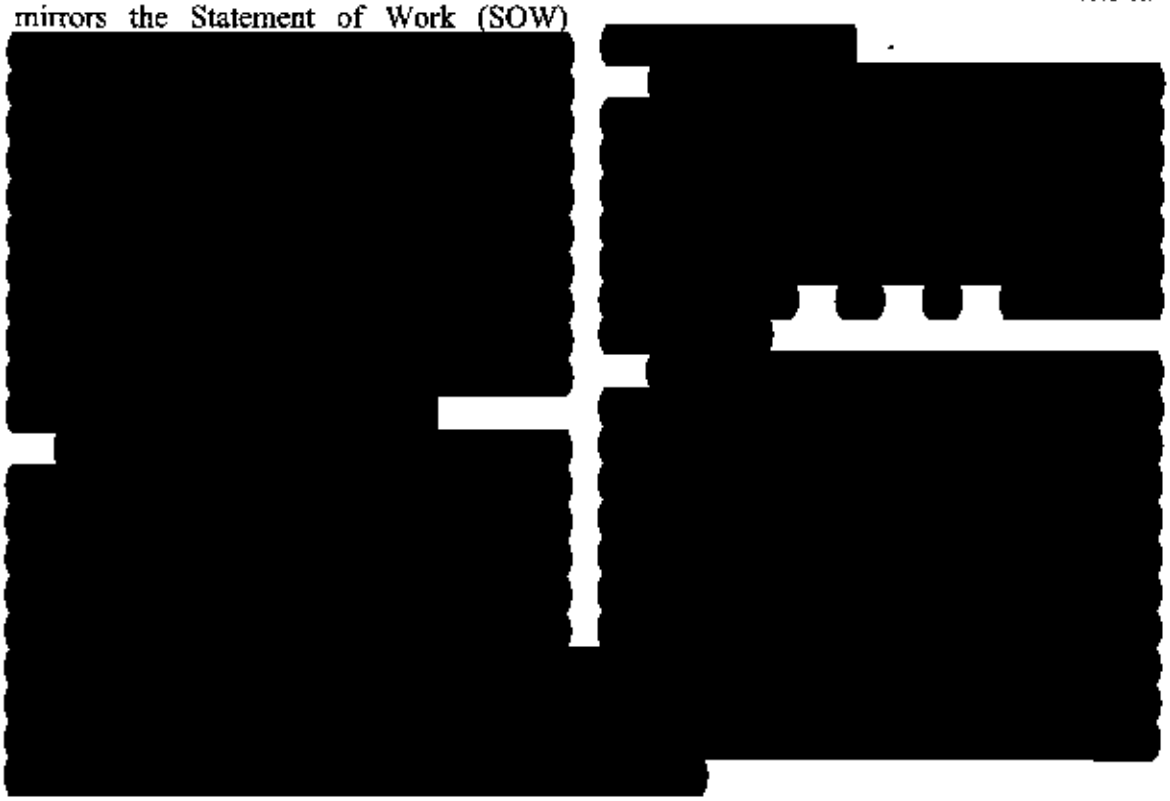
3.1 WBS and Dictionary

Our WBS, summarized in Figure 3-1, is simple and easy to understand because it mirrors the Statement of Work (SOW)

Our comprehensive, product-driven WBS is structured to allow flexibility in responding to the Government's needs



USVD 037



SLIN	Task #	WBS TASK DESCRIPTION
	1	TO 001 US-VISIT Program-Level Management, Eng. and Architecture
AA	1.1	SLIN 0001AA Overall Program Management
AA	1.1.1	Subtask 1: Program Planning
AA	1.1.2	Subtask 2: Cost and Schedule Estimation Methodology
AA	1.1.3	Subtask 3: Program Control Methodology
AA	1.1.4	Subtask 4: Risk Management Program
AA	1.1.5	Subtask 5: Configuration Management Plan and Repository
AA	1.1.6	Subtask 6: Quality Management Plan
AA	1.1.7	Subtask 7: Process Improvement Program
AA	1.1.8	Subtask 8: Communications Management Plans and Program Support
AA	1.1.9	Subtask 9. Transition
AA	1.1.10	Subtask 10: Application of Approved Life Cycle Methodologies
AA	1.1.11	Subtask 11: Systems Engineering Management
AA	1.1.12	Subtask 12: Performance Engineering Plan
AA	1.1.13	Subtask 13: Critical Technologies and Technology Insertion Plan
AA	1.1.14	Subtask 14: Systems Integration Plan
AA	1.1.15	Subtask 15: Human Computer Interface and Human Factors Eng.Plan
AA	1.1.16	Subtask 16. Security and Privacy Engineering
AA	1.1.17	Subtask 17: US-VISIT End Vision Solution Architecture
AA	1.1.18	Subtask 18: US-VISIT Transition Strategy
AA	1.1.19	Subtask 19: US-VISIT Release Architecture
AA	1.1.20	Subtask 20: US-VISIT Release Definition
AA	1.1.21	Subtask 21: Business Process Reengineering
AA	1.1.22	Subtask 22: Organizational Change Management
AB	1.2	SLIN 0001AB Task Order 002 Program Management
AB	1.2.1	Subtask 1: Program Planning
AB	1.2.2	Subtask 2: Cost and Schedule Estimation Methodology
AB	1.2.3	Subtask 3: Program Control Methodology
AB	1.2.4	Subtask 4: Risk Management Program
AB	1.2.5	Subtask 5: Configuration Management Plan and Repository
AB	1.2.6	Subtask 6: Quality Management Plan
AB	1.2.7	Subtask 7: Process Improvement Program
AB	1.2.8	Subtask 8: Communications Management Plans and Program Support
AB	1.2.9	Subtask 9: Transition
AB	1.2.10	Subtask 10: Application of Approved Life Cycle Methodologies
AB	1.2.11	Subtask 11: Systems Engineering Management
AB	1.2.12	Subtask 12: Performance Engineering Plan
AB	1.2.13	Subtask 13: Critical Technologies and Technology Insertion Plan
AB	1.2.14	Subtask 14: Systems Integration Plan
AB	1.2.15	Subtask 15. Human Computer Interface and Human Factors Eng. Plan
AB	1.2.16	Subtask 16: Security and Privacy Engineering
AB	1.2.17	Subtask 17: US-VISIT End Vision Solution Architecture
AB	1.2.18	Subtask 18: US-VISIT Transition Strategy
AB	1.2.19	Subtask 19: US-VISIT Release Architecture
AB	1.2.20	Subtask 20: US-VISIT Release Definition
AB	1.2.21	Subtask 21: Business Process Reengineering
AB	1.2.22	Subtask 22: Organizational Change Management

USVD 154

Figure 3-1. Our easy to understand WBS mirrors the SOW

3.2 Schedule

Our program Integrated Master Schedule allows for seamless integration of Government identified activity and schedule changes as we design and implement the End Vision.

[redacted]

- Mobilization of the Alliance Program Office with clearly defined roles and responsibilities
- Key Personnel on-location with US-VISIT PMO on Day 1
- Lease and set-up entire 13th floor of 1616 North Fort Myer Drive
- Implement building security and access control
- Vendor training on key program management tool sets completed for Key

Our program milestone schedule exceeds legislative mandates, and allows for seamless integration of optional simulation technology

- Our Task Order schedule illustrates that we are up and running prior to award
- Our Schedule demonstrates readiness to proceed by showing past work effort and the first 30 days of the program post award
- Our Schedule demonstrates our product focused approach to project management

USVD 039

Program Staff

- [redacted]

Our comprehensive program plan and schedule integrates project level activities at the overall program level. Task Order 002 Program Management activities are embedded in the Task Order 001 overall program schedule. Figure 3-4 depicts the post-contract start schedule for Task Order 001 [redacted]

[redacted]

USVD-153

Figure 3-3. [redacted]

All redacted information has been withheld under (b)(4)

4.0 COST PROPOSAL

See Volume 2 for the Task Order 001 Cost Proposal.

5.0 KEY PERSONNEL RESUMES

No additional key personnel are proposed for Task Order 001.

6.0 DELIVERABLES AND ACCEPTANCE CRITERIA

[redacted]

We deliver quality deliverables/work products on time and on budget meeting acceptance criteria

- Our consistent delivery track record is based on aligned expectations, flexibility, innovative approaches and mission focus
- Involve US-VISIT stakeholders early and throughout the entire business process to deliver the Desired Business Results
- Combine the skills, structure, and resources to deliver high quality service at lower costs

USVD 005

All redacted information has been withheld under (b)(4)

6.1 Deliverables and Delivery Schedule

In order to position ourselves to deliver success, we make a significant investment and assign our best, qualified personnel to develop [redacted] Task Order 001. We define the approach and plans to deliver success in the US-VISIT program. We comply with government requirements for deliverables in Section J.2.5. These plans allow us to deliver benefits early and reduce overall schedule risk. The deliverable schedule for Task Order 001, as shown in Figure 6-1, establishes the foundation for the End Vision. We identify deliverables that support US-VISIT Program Level Management, Engineering, and Architecture in order to achieve program success. The deliverables are available on the [redacted] and kept under configuration management. Our [redacted] plan allows us to meet or exceed legislative mandated delivery dates thereby lowering program risk.

WBS No.	Deliverable/Work Product Name	Type	Status	Due Date
[redacted]				

Figure 6-1. We deliver our technical and management plans on time to meet review requirements of the US-VISIT PMO and execute Task Order 001 to approved baselines (sheet 1 of 3)

All redacted information has been withheld under (b)(4)

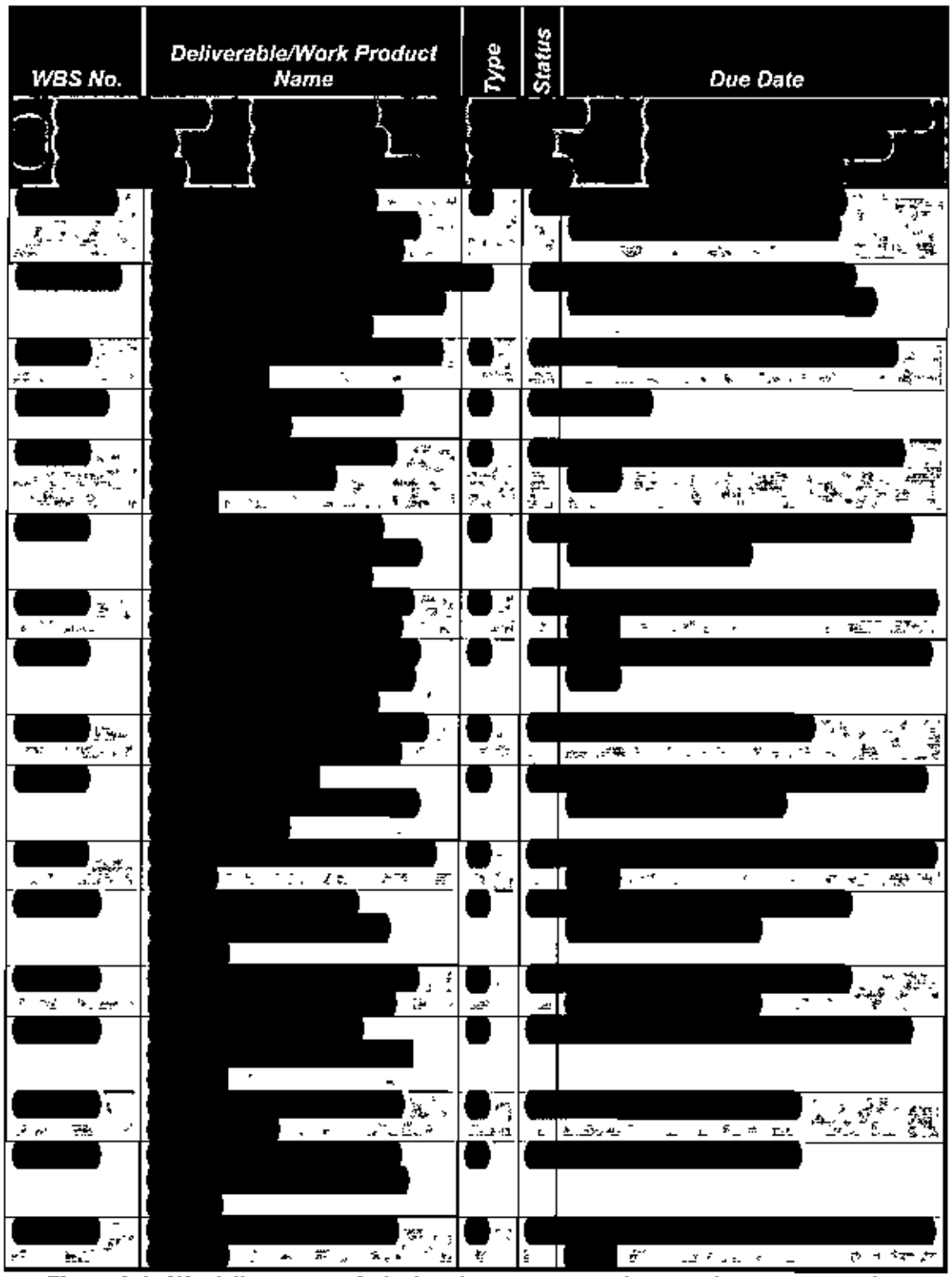


Figure 6-1. We deliver our technical and management plans on time to meet review requirements of the US-VISIT PMO and execute Task Order 001 to approved baselines (sheet 2 of 3)

All redacted information has been withheld under (b)(4)

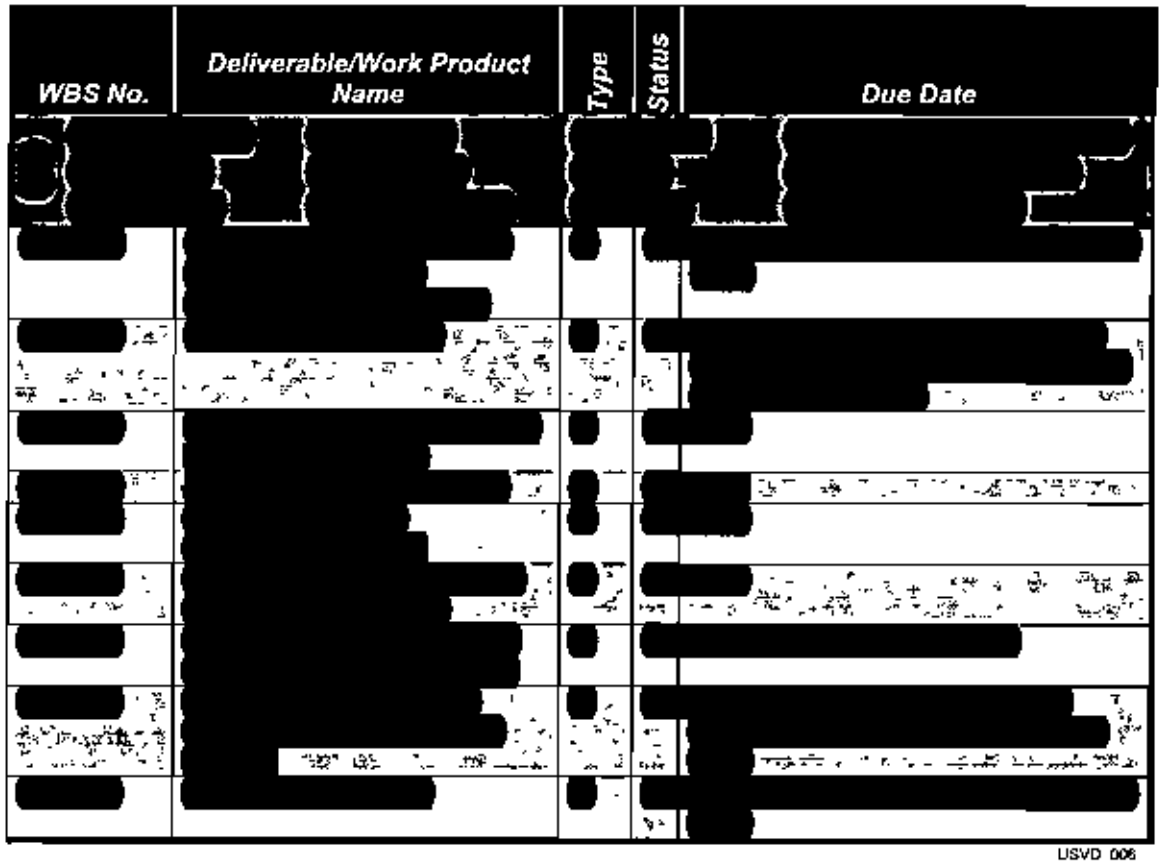
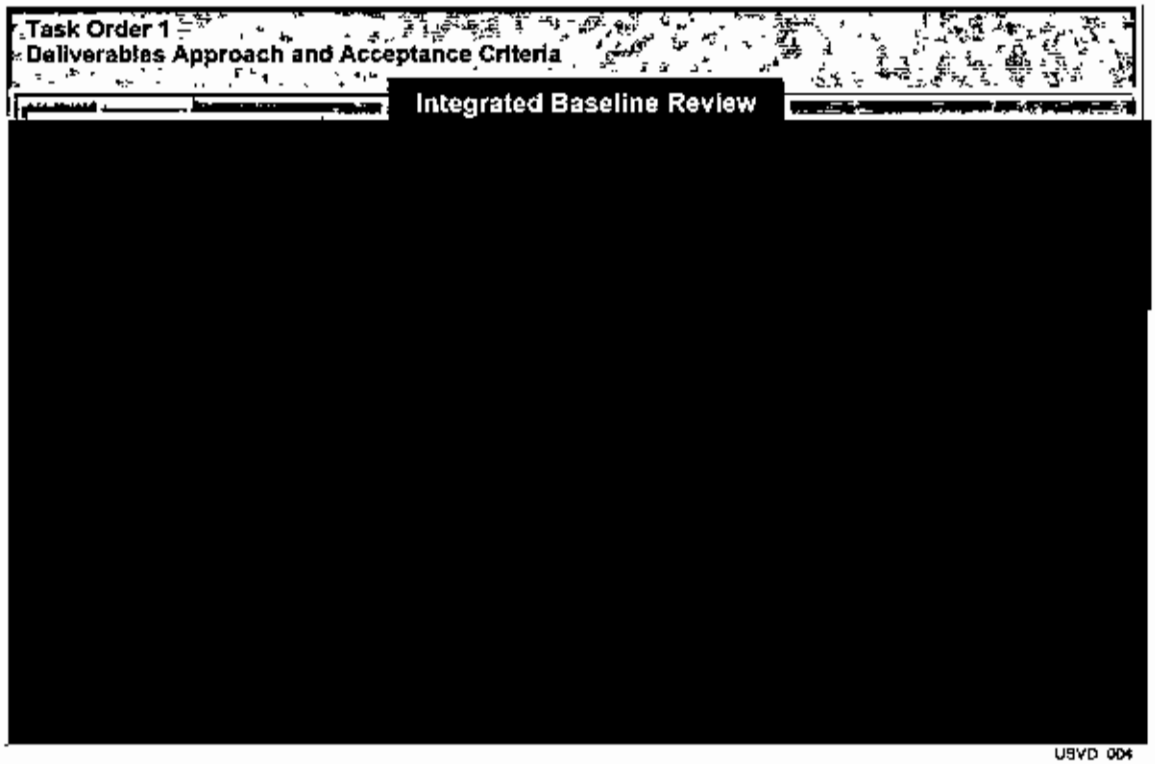


Figure 6-1. We deliver our technical and management plans on time to meet review requirements of the US-VISIT PMO and execute Task Order 001 to approved baselines (sheet 3 of 3)

6.2 Acceptance Criteria

The IBR process defines the acceptance criteria for the deliverable schedule and major milestones of Task Order 001. The IBR process, as shown in Figure 6-2, assesses the adequacy of the contract performance measurement baseline in terms of technical scope, schedules, earned value methods, resources and budget based on our technical plan deliverables.

The IBR teams are responsible for documentation and giving feedback of their team's results and findings from the review. This documentation, provided by



All redacted information has been withheld under (b)(4)

Figure 6-2. We deliver our technical and management plans at the integrated baseline review for acceptance and Government input

the IBR teams, substantiates the decision as to whether we have properly baselined the contract in accordance with the Statement of Work. We conduct numerous reviews at key points during the pre-contract start activities and mobilization in order to continually improve the deliverables before the IBR.