

Task Order 006 Project Plan:
US-VISIT Increment 2C –
Proof-of-Concept Phase 1
Objective 3 & Phase 2 Objective 2

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**Compliance Matrix
Organization Structure and Management Approach
Project Plan Task Order 006**

Title and Requirement	Project Plan Phase 1 Response (Section A)	Project Plan Phase 2 Response (Section B)
Technical Proposal to Task Order 006		
Proposed Solution	1.0	1.0
Detailed Project Plan	2.0	2.0
Increment 2C Task Order Management	2.1	2.1
Business Capability	2.2	2.2
Information Technology	2.3	2.3
Government Resources	3.0	3.0
Work Breakdown Structure (WBS) and Schedule	4.0	4.0
Performance Measures	5.0	5.0
Task Order Staffing	6.0	6.0
Deliverables and Acceptance Criteria	7.0	7.0
Period of Performance and Work Location	8.0	8.0



Introduction

The mission¹ of the United States Visitor and Immigrant Status Indicator Technology (US-VISIT) Program, within the Department of Homeland Security (DHS), is to enhance the security of the United States (U.S.) citizens and visitors, to facilitate legitimate trade and travel, to ensure the integrity of the U.S. immigration system, and to protect the privacy of visitors.

The US-VISIT Program uses state-of-the-art business processes and information technologies to improve various legacy systems. The US-VISIT Program Office's approach to improving the performance of the legacy immigration and data systems is to develop an integrated system. This integration will evolve with the DHS Enterprise Architecture.

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.

The Increment 2C Proof of Concept (POC) builds upon the framework developed in Increment 2B. Increment 2B redesigned the I-94 issuance process to enable the electronic capture of biographic, biometric (unless exempt) and related travel data for arriving non-immigrants. Increment 2B has been deployed to meet the legislative mandate to record alien arrival information at the busiest 50 U.S. land border Ports of Entry (POEs) by December 31, 2004.

As defined in the Increment 2C POC CONOPS, the Phase 1 implementation employs the initial Increment 2C operating capabilities for the following business processes; automatic identifier (a-ID) issuance, pedestrian entry, vehicle entry, a-ID verification, pedestrian exit, vehicle exit and reporting. The Phase 2 implementation encompasses the desired end state functionality for Increment 2C and integrates a-ID with current land border technology, linking traveler data to vehicle entry/exit data.

Increment 2C POC is composed of four objectives:

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

Additionally, 2C has been divided into 2 Phases:

- Phase 1 – Partial Capability at five POEs – July 2004
- Phase 2 – Full Capability at five POEs – March 2006

This project plan is organized to address two specific task order modification requests:

- Increment 2C POC Phase 1 Objective 3: Develop and Test the 2C Solution
- Increment 2C POC Phase 2 Objective 2: Design the 2C Solution

¹ Executive Summary, Mission Needs Statement v3.0, November 2003.



A. Increment 2C POC Phase 1 Objective 3: Develop and Test the 2C Solution

1.0 Task Order 006 Proposal Solution – Phase 1

1.1 Purpose

Included in this effort are the tasks, activities, deliverables, and work products necessary to complete the Increment 2C POC Develop and Test objective for Phase 1. The purpose of this Task Order Modification is to provide a detailed description and cost estimate of SBA's participation through the Objective 3, April 1, 2005 – October 31, 2005.

1.2 Scope of Work

The scope of this effort is composed of the following for:

- Increment 2C POC Phase 1 Objective 3 - Develop and Test: The completion of the Develop and Test activities to support the approved US-VISIT July 2005 deployment.
- Activities to provide the Increment 2C POC Phase 1 Operations and Maintenance support are included within this response.
- Activities for POC Phase 1 Evaluation support is included as an option to be exercised and is outlined in Attachment E.

A formal response will be formulated and submitted during this period-of performance for this task order that addresses the proposed approach to complete POC Phase 1 Objective 3 – Deploy and Implement Increment 2C Solution.

1.3 Inputs

In performing the work described in Section 2.0 of this Project Plan, SBA uses the following inputs:

Artifacts associated with Increment 2C POC Phase 1 Objective 1 Plan and Define, including business and operations requirements, component and technology architecture specifications, and current feasibility study results.

Artifacts associated with Increment 2C Phase POC Objective 2 Design Solution, including functional requirements, functional and detailed designs, technical designs and specifications, and POE site surveys.

- Artifacts from the US-VISIT Strategic Plan covering all US-VISIT offices
- Elements from the Initial Land Border Solution (ILBS)
- Increment 2C Mission Operations Process Concept Document
- Documents associated with Increment 1B and 2B implementations
- US-VISIT Delivery Methodology

Several of these inputs are being developed concurrently under this Task Order and others. SBA coordinates ongoing efforts across Task Orders to use these inputs as they become available, as applicable.

In addition to the above inputs, SBA continues to support the collaborative process of participation in Increment 2C together with:

- Office of the Chief Strategist



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- Office of Mission Operations
- Office of Information and Technology Management
- Office of Facilities and Engineering
- Office of Administration and Training
- Office of Budget and Financial Management
- Office of Outreach
- Office of Acquisitions and Program Management
- Office of Implementation Management
- Other designated stakeholders



2.0 Detailed Task Order Project Plan – Phase 1 Objective 3

2.1 Increment 2C Task Order Management

Task order management covers the approach to managing a specific task order. It is the implementation and operation of the standard program management processes and tools in the context of a specific task order. Areas include Task Order Management and Quality Management.

Task Order Management and Support

Task order support is the day-to-day management of the task order team. It includes organizing and managing project resources, monitoring progress, integrating management activities across projects and task orders, and participating in management reviews and work planning. Task order support also includes the development and reporting of project status and communicating results.

Quality Management

SBA follows the quality management processes as documented in the approved US-VISIT Program Level Quality Management plan. An increment-specific quality engineer is assigned to facilitate various peer review sessions and document results in accordance with the quality reporting standards. The 2C quality engineer generates a review schedule based on the deliverable and work product due date. Reviews may be conducted in facilitated or non-facilitated sessions.

2.2 Business Capability

2.2.1 Mission Capability Readiness Support

Impact Assessment

During Objective 3, SBA reviews documentation provided by US-VISIT Office of Mission Operations to identify the impacts on POE processes and operations. SBA supports the US-VISIT Office of Mission Operations in documenting the impacts to existing processes, business rules, regulatory requirements, and organizational roles and responsibilities, in the Increment 2C POC Phase 1 Mission Capability Impact Assessment.

Business Rules and SOP Guidance

SBA supports personnel from the US-VISIT Office of Mission Operations in the development of Increment 2C POC Phase 1 Business Rules and SOP Guidance for the modified business policies, procedures and organizations to be implemented at the POEs. In this activity, SBA provides input to guidance memorandums or other documentation to be issued from the US-VISIT Office of Mission Operations to CBP.

Change Control Support

Phase 1 scope, as reviewed with Under Secretary Hutchison in January, 2005, has been defined, approved and baselined. Changes should occur via the formal US-VISIT and SBA change control process, which includes approval by appropriate US-VISIT leadership. For any change request, SBA analyzes impacts and, for approved changes, updates associated documentation.

2.3 Information Technology

2.3.1 System Design

Task Order 004 is currently in the process of defining the US-VISIT Delivery Methodology. Due to the timing of this objective, this proposal continues to use the ICE SDLC deliverable titles for this Proof of Concept (POC) Phase. However, the content of several deliverables reflect both the inclusion of INS SDLC information and the evolution to the US-VISIT Delivery Methodology. The



primary deliverable is the System Design Document (SDD), within which most technical design elements are documented.

Although Objective 2 – Design was completed prior to the activities described in this proposal, additional elements of the execution environment and the supporting system operations designs are completed during the early stages of this objective.

Infrastructure Design

Figure 2-4 illustrates the US-VISIT Increment 2C POC Phase 1 System Architecture Framework utilized to date for organizing system lifecycle activities. In this figure, Infrastructure-related areas are included within the Technical Architecture as the “Infrastructure Platform” and “Infrastructure Services”. The Technical Architecture itself is composed of the three environments that support applications, including Development/Testing, Execution (i.e. Production), and Operations. Infrastructure Platform and Infrastructure Services elements are required in various configurations across the environments.

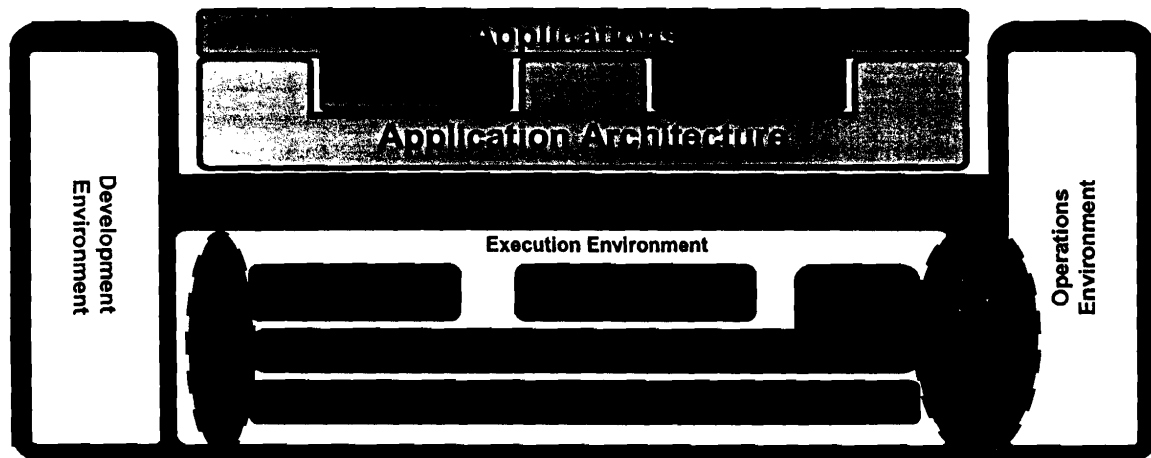


Figure 2-4. US-VISIT Increment 2C POC Phase 1 System Architecture Framework

The POC Primary execution environment design was started in the previous proposal, and continues to be updated through installation of equipment and test readiness preparation. This design includes the common facility, hardware (computing, telecommunications and end-user devices) and software components required to deliver automated functions to end-users. This design also includes the Training Environment, which is part unique components, and part logical or physical segregation of Execution environment components. This Training Environment is established and used at POEs and at a central training location.

Systems Operations Design

During Objective 3 the design of the POC Operations and Maintenance Environment and the development of a plan for transitioning the POC system to the operations and maintenance organization are completed. The Operations and Maintenance Environment consists of products and services that help administrators audit, diagnose, maintain, troubleshoot, and repair elements of the Execution Environment. Service Level Agreements (SLA) and ownership of Operational documentation are established. The design of the POC Transition Plan, and the Operations & Maintenance Plan (a.k.a. the ‘Runbook’) are also completed, These documents help define roles



and responsibilities among system support personnel, organizations and other stakeholders, including help desk and escalation/notification procedures.

2.3.2 System Development

Infrastructure Development

Infrastructure Development includes the actual installation, configuration and testing of components specified in the Infrastructure Design. This includes servers, networking equipment, core platform software, application software, end-user devices and software, and RFID devices. In addition, connectivity is established and tested, internal performance testing is performed, code migrations are executed, environment readiness test plans are created, and user access is established.

Architecture Development

The Architecture Development area consists of the establishment of common service architectures. These are aggregations of software and hardware that provide common capabilities to the Execution Environment in cross-environment disciplines such as Security, Application Services, Enterprise Integration, and Data Management.

The POC Security Architecture includes the development and testing of security-related infrastructure, including user authentication services, application-level authorization services, transport and network perimeter security components, data encryption services, and logging and auditing capabilities. This architecture supports provision of capabilities as outlined in the System Security Plan.

The POC Application Software Services Architecture includes building and testing functional services and components that are common to multiple applications or systems. These services and components directly support application functionality and provide standardization and reuse across different applications. Examples include workflow services, session management services, error-handling and schema validation services.

The POC Integration Architecture includes developing and unit testing Integration Services that support the integration of different system components and services. Integration Services include reliable message delivery, queuing services, workflow management services, SOA (Service Oriented Architecture) services, and application connectors.

The POC File and Database Architecture involves the creation and testing of the components and services that manage and control persistent data, i.e. data that is stored in various directories, files, or databases. This includes services such as replication, versioning, search, and conversion/transformation.

RFID Configuration

Three major RFID design activities began during Objective 2. These design activities included a general RFID design, designs specific to the five Increment 2C POC POEs, and the design of the automatic identifier (a-ID) software collection architecture. Objective 3 begins with the completion of the RFID Design and supporting documentation.

Once the RFID Design is completed, the development and unit testing of the RFID Equipment Architecture begins. This includes fabrication and assembly of antenna and reader structures, mounts, and equipment enclosures. The configuration and unit testing of the POC Data



Acquisition (Device Management) COTS Software also occurs. POC Data Acquisition COTS Software processes RFID data generated from the RFID collection equipment and provides this data in acceptable data formats to the rest of the POC system. In some circumstances, site specific POE features may cause variations in the configuration scenarios of the RFID Equipment Architecture. These variations in RFID Equipment Configuration are performed prior to actual POE site installation.

Simulated POE – Phase 1

The establishment of a simulated Port of Entry (POE) is critical to the successful implementation of Increment 2C. There is an immediate need to fully test the physical, operational and technical requirements of Increment 2C and evaluate the impact of Department of Homeland Security (DHS) system integration efforts without affecting live port operations.

The current vehicle exit test lane environment at the Raytheon facility in Falls Church, VA is augmented to support vehicle entry, pedestrian exit, and interference testing for POC Phase 1. Different RFID antenna and reader placement configurations are tested in support of vehicle entry and exit test lanes.

The construction of an RF Vendor Test Lab located within the SBA offices at 1525 Wilson Boulevard in Rosslyn, VA also occurs. The design of the test lab is intended to simulate POE the operational environment. This test lab provides the ability to support multiple lane pedestrian entry, automatic identification (a-ID) issuance and verification testing, and simulate pre-read functionality. The use and testing of the US ARRIVAL application and connectivity to the TECS interface is intended to support a realistic test environment. The test lab is also used to demonstrate Increment 2C capabilities to stakeholders and to provide training capabilities as needed.

Application Development – SBA

This area includes the overall functional development effort for three major areas: system application and interfaces, reports, and user interfaces. The development and unit testing of the POC system application and interfaces are built off of the System Interface Design and entail components such as data transfer, communication protocols, and error handling. The development and unit testing of POC Reports is based off the report designs completed in the previous objective and include new reports and modification of existing reports. The POC User Interfaces entail the development and unit testing of administration functionality for a-ID components.

Application Development activities are documented, per major component, COTS product, or subsystem, by creation of the Version Description Document.

2.3.3 Test

Testing is an essential part of the software development lifecycle. Testing provides a structured way of validating that requirements and specifications are properly and correctly implemented and that the solution meets the business and performance requirements. The Increment 2C POC Phase 1 testing effort involves the following types of testing:

- System Test
- Integration Test
- Performance Test
- Independent (IV&V) Test



Test Preparation

Planning and preparation for the System, Integration and Performance testing was started during the Objective 2 and continues during Objective 3. During the test preparation stage, the SBA test team completes test planning, develops test cases and procedures specifically addressing the requirements and design of the Increment 2C POC system; and creates step-by-step instructions (test scripts) for the execution of each test case. Test cases and test scripts are developed for System, Integration and Performance testing efforts.

In addition to developing test documentation, testing environments are established during the Objective 3. System, Integration and Performance testing is conducted in DHS and SBA test facilities, where separate test environments are established that closely mimic the production environment and include interfaces with the test environments of the existing systems as required.

Test Execution

During the Test Execution stage, the SBA test team conducts System, Integration and Performance testing, performs an internal check of the Independent Test environment, and executes System Security Tests.

System and Integration Testing is performed in order to validate that the Increment 2C POC application meets the business and functional requirements, as well as assess the compatibility of the Increment 2C POC system with the existing systems, including TECS, IDENT and ADIS. Testing is accomplished through the step-by-step execution of prepared test cases in a test environment that simulates the operational production environment. The results of testing are documented and summarized in test logs. Defects and code anomalies are tracked in a defect tracking tool and regression tested upon resolution.

Performance Testing is conducted in order to test that the Increment 2C POC system is capable of operating at realistic and peak workloads in a fully integrated environment.

System Security Testing is performed to test that the Increment 2C POC system complies with DHS security requirements identified in the System Security Requirements Traceability document. Security Test is performed during Independent Test by the Security Test and Evaluation team ST&E. SDLC-based documentation is updated during this timeframe as well.

Conduct Test Readiness Review for software applications

The Test Readiness Review (TRR) is conducted to validate the results of system and integration testing and that elements are in place for the start of Independent Testing. SBA provides the documents to support the TRR as defined in the Increment 2C Phase 1 Tailoring Plan.

Finalize SDLC System Documentation

This activity includes completing design and operational documentation describing the application, the application architecture, and the technical architecture prior to initiation of the system. Specific documents include items such as the System Design Document (SDD), the Data Management Plan (DMP), and the Interface Control Document (ICD), the Security Guide, and the System Security Plan. These documents will have been provided as work products during the various phases of the project life cycle in order to satisfy the appropriate SDLC Gate reviews (CDR, TRR, RRR). This task represents the submission of the final documents as deliverables.



Independent Testing

Independent verification and validation (IV & V) is performed by an organization that is both technically and managerially separate from the organization responsible for developing the product. IV & V is conducted to verify that functional, business and security requirements have been met by the developed system. SBA supports IV & V Testing.

Conduct Release Readiness Review

The Release Readiness Review (RRR) validates that development and testing for the Increment 2C POC solution have been completed successfully and the release of the solution and site activation are in order. SBA provides the documents to support the RRR as defined in the Increment 2C Phase 1 Tailoring Plan.

2.3.4 Operations Environment

Environment Support

During Objective 3, SBA maintains and supports the environments established for the Increment 2C POC solution. This includes activities such as network operations, security administration, capacity management, configuration management, inventory control, vendor management, systems monitoring, and disaster recovery procedures. The environments established and maintained for the Increment 2C solution include the Development and Unit Test environment, the Simulated POE environment, Primary Hosting Center Testing environments, and the Primary Hosting Center Execution and Training environments.

Configuration Management

Configuration management includes the plans, processes and procedures used to maintain configuration control for the task order, and includes design artifacts, deliverables and work products. The task order team follows the configuration management processes as documented in the approved SBA Configuration Management Plan. The processes and procedures include configuration identification, configuration baselines, change control, configuration status accounting, and auditing. A configuration specialist is assigned to the task order team to administer the configuration processes and assist with configuration control.

2.3.5 IT Installation

Acquisition – RF Equipment

This area includes the following activities necessary to acquire and distribute RFID equipment to POEs:

- Receive and inspect RFID equipment.
- Assemble and Kit RFID Equipment – several RFID components require assembly. In addition, certain components require specialized outfitting such as housings in weatherized enclosures and air conditioning. Kitting consists of gathering all components needed for a site prior to shipment.
- Ship equipment to POEs; receive, inventory and store onsite.

Acquisition – I94 Tags

The area includes the following activities necessary to acquire, test and distribute I94 Tags to POEs:

- Specific tag numbering schemes, receive and test tags; testing includes printing, and use among the various antenna configurations.



- Distribute and receive tags at POE, ensuring coordination with removal and discontinued use of non RFID-enabled tags.

Site Installation and Activation

SBA site installation and activation support includes the following activities:

- Develop RFID Installation Guide.
- Conduct RFID subsystem installation and configuration, which includes building the infrastructure at POEs to support the RF equipment (poles, connecting power, mounting fixtures) and installing the RFID antennas, readers, and servers.
- Conduct site readiness reviews – work with US-VISIT OIT and Facilities to validate that the POE is ready to go live. Activities include testing the operability of equipment, connectivity, and software.
- Conduct site activation, cutover and on-site support – monitoring of equipment and system, assisting end users, and fix any nonconformance to specifications.

2.3.6 SEIT/DDT

Task Order Management

Task order support is the day to day management of the task order team. It includes organizing and managing project resources, monitoring progress, integrating management activities across projects and task orders, and participating in management reviews, and work planning. Task order support also includes the development and reporting of project status and communicating results.

Prime Integration Cross-System Support

During this Objective, the SBA technical leadership provides overall coordination for integration design activities across interfacing legacy components, including US-Arrival/2B, TECS, ADIS, and IDENT as necessary. This includes reconciling items such as data naming standards, interface protocol use, and COTS products and versions.



3.0 Government Resources – Phase 1

Government furnished information and systems, personnel participation and facilities are required for this task order and will be requested by the SBA, as necessary. The Government shall provide such resources as requested by the SBA in a timely manner such that the SBA can meet the requirements of the Task Order.



4.0 Work Breakdown Structure (WBS) – Phase 1

4.1 WBS Summary

The WBS, shown in Attachment C, contains the project activities necessary to address the Government's objectives as defined in Task Order 006 Increment 2C POC Objective 3 – Design and Test solution. This WBS represents an integrated plan with activities from various teams including SBA, US-VISIT, CBP, and other interfacing systems. Attachment C includes the complete WBS view with additional details and data, responsible team, start/end date of tasks, dependencies, and associated deliverable and work products. Additionally, a WBS Dictionary is provided which includes further descriptions and explanations for each line item.

The structure of this WBS addresses a combination of interests including:

- The entire objective is focused on the Development and Test phase and is aligned to the appropriate US-VISIT SDLC lifecycle component
- The WBS is organized by key areas/team to help represent primary US-VISIT ownership and supporting organizations responsible for task and activities
- Individual line items represent key work products/deliverables/focus areas that occur thus breaking the work into logical pieces.
- The WBS Dictionary provides additional information to describe the activity and how the work may be performed

4.2 Schedule

As with the WBS, the Objective 3 schedule reflects an integrated approach and depicts tasks across various teams responsible for contributing to the success of Increment 2C. This TO Response contains two views of the schedule:

- Attachment C includes the WBS with start and end dates for each task as well as key dependencies that drive out the schedule over this period of performance through October 31, 2005.
- Attachment D includes the overall schedule for the POC Phase 1 July 2005 delivery. SBA's tasks were scheduled with the assumptions that all participants deliver their tasks and dependencies as identified in this schedule.

As indicated, the schedules provide an integrated view with tasks across the areas including SBA, US-VISIT, CBP, and others. It is important to understand that most of these tasks require a collaborative effort and review points across many groups. The task ownership distinction is used to indicate the primary driver or point person for a specific task.

- Attachment C, the WBS, indicates task ownership for specific data elements.
- Attachment D, the overall schedule, is organized visually by the major US-VISIT offices

This schedule information serves as input to Acquisition and Program Management Office (APMO) which is currently undertaking efforts to organize and track a US-VISIT-wide critical path and key milestones across increments and task orders.



5.0 Performance Measures – Phase 1

The performance measures are consistent with the other Cost Plus Fixed Fees (CPFF) Increments, and/or task orders.

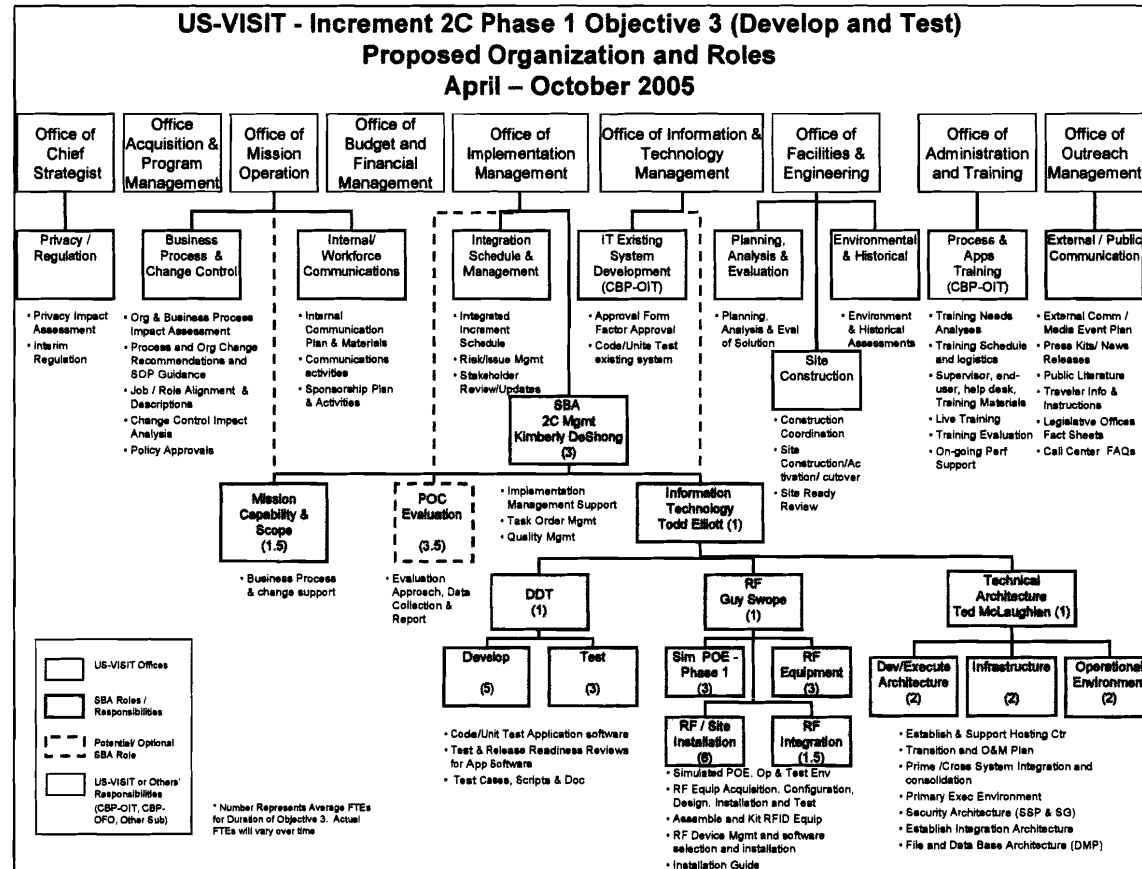


6.0 Task Order Staffing - Phase 1

6.1 Project Organization Phase 1

The SBA Increment 2C Phase 1 Objective 3 project organization is structured to provide direct support to the US-VISIT program offices. The organization is positioned for collaboration across teams, while allowing each team to focus on core areas of work.

Figure 6-1. Organizational Structure





6.2 SBA Team Roles and Responsibilities

Table 6-2 provides the team responsibilities for Project Tasks Phase 1.

Team	Roles and Responsibilities, Work Products / Deliverables
Mission Capability & Scope Team	<p><u>Roles / Responsibilities:</u> Work with US-VISIT Mission Operations, CBP, and user community at POEs to conduct and document the results of organizational and business impact assessment; and develop and document organizational and business process change recommendations; and, manage and maintain change control for key Increment 2C POC Phase 1 documentation.</p> <p><u>Work Products / Deliverables / Milestones:</u></p> <ul style="list-style-type: none"> ▪ WP: Increment 2C POC Phase 1 Impact Assessment ▪ WP: Increment 2C POC Phase 1 Business Rules and SOP Guidance
Development Team (DDT)	<p><u>Roles / Responsibilities:</u> Develop and unit test POC Phase 1 business logic, graphical user interfaces, and system interfaces, assigned to SBA; closely coordinate with the development groups at CBP, ADIS and IDENT on their development and unit testing; and update SDLC system documentation.</p> <p><u>Work Products / Deliverables / Milestones:</u></p> <ul style="list-style-type: none"> ▪ D: Increment 2C POC Phase 1 Version Description Document
Test Team (DDT)	<p><u>Roles / Responsibilities:</u> Develop Test Cases and Test Scripts for the System Test, Integration Test, and IV&V efforts under Increment 2C POC Phase 1; execute test scripts and document results of testing, and document defects and coordinate resolution with the development team.</p> <p><u>Work Products / Deliverables / Milestones:</u></p> <ul style="list-style-type: none"> ▪ WP: Increment 2C Development Test Plan ▪ WP: Increment 2C Development Test Analysis Report ▪ WP: Increment 2C POC Phase 1 Integration Test Cases ▪ WP: Increment 2C POC Phase 1 System Test Scripts ▪ WP: Increment 2C POC Phase 1 Integration Test Scripts ▪ WP: Increment 2C POC Phase 1 System Test Results ▪ WP: Increment 2C POC Phase 1 Integration Test Results ▪ WP: Increment 2C POC Phase 1 Performance Test Cases ▪ WP: Increment 2C POC Phase 1 Performance Test Scripts ▪ WP: Increment 2C POC Phase 1 Performance Test Results ▪ M: Test Readiness Review (TRR)
Test Lane/ Simulated POE Team (RF)	<p><u>Roles / Responsibilities:</u> Augment the Raytheon test lane in Falls Church; design and construct the RF Test Lab in Rosslyn; and, prepare for transitioning the simulated POE to Harpa's Ferry.</p> <p><u>Work Products / Deliverables / Milestones:</u></p> <ul style="list-style-type: none"> ▪ M: Simulated POE Environments Become Operational



Team	Roles and Responsibilities, Work Products / Deliverables
RF / Site Installation Team (RF)	<p><u>Roles / Responsibilities:</u> Conduct RFID equipment installation and activation at POEs; receive I-94 tags at POEs; and provide on-site and help desk support.</p> <p><u>Work Products / Deliverables / Milestones:</u></p> <ul style="list-style-type: none"> ▪ D: Increment 2C RFID Design document ▪ WP: Increment 2C RFID Installation document ▪ M: Receive I-94 tags at POEs ▪ M: POC Phase 1 Site Activation
RF Equipment Team (RF)	<p><u>Roles / Responsibilities:</u> Receive, inspect, and kit RFID equipment at the Falls Church test lane; fabricate enclosures and weatherize equipment; distribute RFID equipment to POEs; receive and distribute I-94 tags to POEs; conduct equipment installation and activation; and provide on-site and help desk support.</p> <p><u>Work Products / Deliverables / Milestones:</u></p> <ul style="list-style-type: none"> ▪ M: Receive RFID equipment and I-94 tags for inspection and testing
RF Integration Team (RF)	<p><u>Roles / Responsibilities:</u> Develop and unit test the common RFID equipment architecture and POC Phase 1 POE-specific RFID equipment architecture; and configure and unit test data acquisition software.</p> <p><u>Work Products / Deliverables / Milestones:</u></p> <ul style="list-style-type: none"> ▪ WP: Increment 2C POC Phase 1 RFID Design (included in SDD)
Development/ Execution Architecture Team (Tech Arch)	<p><u>Roles / Responsibilities:</u> Develop and unit test the core system architectures that are not infrastructure related, including the following architectures: Security Architecture, Application Architecture, Integration Architecture, Data Architecture, and Reporting Architecture.</p> <p><u>Work Products / Deliverables / Milestones:</u></p> <ul style="list-style-type: none"> ▪ D: Increment 2C POC Phase 1 Data Management Plan (DMP) ▪ WP: Increment 2C POC Phase 1 Security Test and Evaluation Report ▪ D: Increment 2C POC Phase 1 System Security Plan (SSP) ▪ D: Increment 2C POC Phase 1 Interface Control Document (ICD)
Infrastructure Team (Tech Arch)	<p><u>Roles / Responsibilities:</u> Complete the design of the Increment 2C POC Phase 1 execution environment for the Increment 2C POC Phase 1 data center; design training environment; establish the POC Phase 1 execution environment at the data center.</p> <p><u>Work Products / Deliverables / Milestones:</u></p> <ul style="list-style-type: none"> ▪ M: Establish POC Primary Execution Environment



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 facilitate 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).

In regards to Non-US Citizens, Accenture agrees that only US Citizens may perform work on this contract in positions that involve access to or development of any DHS information technology system.



7.0 Deliverables and Acceptance Criteria – Phase 1

7.1 Deliverables and Delivery Schedule

The deliverables scheduled for Task Order 006 are described in Table 7-1. As defined by the gate review requirements of the ICE SDLC, these documents are submitted as work products initially and updated throughout the life cycle. At the end of the appropriate phase, they are submitted as deliverables for formal approval. The Type column describes the format in which the deliverable is submitted (e.g., MSWord document, MS PowerPoint presentation, MS Excel worksheet, or To Be Determined). The Status column indicates whether it is an original document, an update of an existing document, or created from a template. The Draft Due Date column indicates when the deliverable is submitted as a draft for comments. The Government Comment Due Date column indicates when government comments on the draft deliverable are due. The Final Due Date column indicates when the deliverable is submitted as a final document.

WBS No.	Deliverable	Type	Format	Status	Draft Due Date	Govt Comments Due Date	Final Due Date
1.6.3.4.3.5.4	Version Description Document	D	WRD		5/6/2005	5/20/2005	6/20/2005
	Sensitive System Security Plan	D	WRD		6/27/2005	7/7/2005	7/14/2005
	Security Risk Assessment	D	WRD		6/27/2005	7/7/2005	7/14/2005
	Increment 2C Contingency Plan	D	WRD		6/27/2005	7/7/2005	7/14/2005
1.6.3.4.4.6	AIDMS/TECS Interface Control Document	D	WRD		7/29/2005	8/12/2005	8/19/2005
1.6.3.4.4.6	Data Management Plan	D	WRD		7/29/2005	8/12/2005	8/19/2005
1.6.3.4.4.6	Increment 2C RFID Design Document	D	WRD		7/29/2005	8/12/2005	8/19/2005
1.6.3.4.4.2.4	Certification and Accreditation Package	D	WRD		7/8/2005	7/15/2005	7/22/2005
Key	D=Deliverable O=Original TBD=To Be Determined U=Updated UAR=Updated as Required WRD=MS Word Document WP=Work Product XLS=MS Excel						

Table 7-1 Deliverables and Dates for Task Order 006 Phase 1

The Project Management Support team monitors version control and quality management of deliverables. A detailed schedule of deliverables included in this work effort is included in the WBS, included in Attachment C.

7.2 Acceptance Criteria

Acceptance criteria for deliverables will be defined by APMO and SBA as the US-VISIT Delivery Methodology deliverable templates are defined and rolled out.



8.0 Period of Performance and Work Location - Phase 1

The period of performance is scheduled for April 1, 2005 to October 31, 2005. The period is delineated in Table 8-1.

Year	Period of Performance
Base Year	Phase 1 Objective 3: Task Order Award (April 1, 2005) – October 31, 2005

Table 8-1. Period of Performance for Phase 1

The project team for this task order is located in Rosslyn, VA. Additional work locations will also include test lane facilities, the five targeted POEs, and district/regional field offices.



Attachment A: Cost/Price Proposal for Phase 1



Attachment B: Assumptions for Phase 1

This document provides the assumptions associated with Task Order 006 Increment 2C POC, Objective 3. Comprehensive estimating details are not outlined specifically within these assumptions. Estimating details (e.g. factors, number of components, number of sites, etc.) can be found within the appropriate Basis of Estimate (BOE) and can be provided upon request. Additional assumptions, constraints and guidelines can be found in the 2C Technical and Application Architecture Specifications submitted during Increment 2C POC, Objective 1.

General

1. A list of tasks, associated milestones, and timelines are provided in the Integrated Master Schedule in Attachment D and are critical to achieving delivery in July 31, 2005 (Phase 1) and March 31, 2006 (Phase 2). SBA is one of several organizations with a critical role in 2C and interdependencies on other groups (specific roles are outlined in Table B-1). US-VISIT will be serving as the overall Integrator for this phase of work and responsible for coordinating dependencies and ensuring task/milestone completion across all groups. SBA will work closely to support US-VISIT implementation management in helping manage the overall schedule and understanding impacts if/when key items shift..
2. SBA labor and cost estimates are based upon currently approved scope of work, as described in the Executive Briefing delivered to Under Secretary Hutchison on January 4, 2005, at the five Ports of Entry (POEs). Changes to this approved scope are processed through the formal US-VISIT and SBA change control processes.
3. An accelerated Government review cycle that is shorter than 15 business days may be required for certain work products and deliverables. Specific deliverable review due dates can be found in Section 7 of this proposal. SBA team leads will work with US-VISIT official representatives to determine appropriate interim reviews.
4. Work Products delivered during a previous phase that are Deliverables during Phase 1, Objective 3 or Phase 2, Objective 2, may have shorter Government review times due allotted since previous versions have been viewed by US-VISIT personnel.
5. To support the Mission Capability Impact Assessment, SBA must review existing documentation related to business process and organizational assessments previously conducted by US-VISIT, in order to properly develop the Business Process and Organizational recommendations and SOP Guidance.
6. The US-VISIT Office of Implementation Management provides ultimate guidance and holds final decision-making authority to guide SBA, in the event of conflicting direction from multiple US-VISIT offices.
7. To fairly assess vendor alternatives for National Deployment, SBA will support an acquisition process to support vendor recommendation prior to the March 2006 POC. The acquisition task timing requirements are depicted in the IMS. (Only applies to Phase 2)
8. Estimates provided for the execution environment (hosting center + POEs) is to be considered at this time to be a rough-order-of-magnitude estimate. Refined numbers will be provided to USV-IT for approval prior to purchase. Additionally, BOM estimates may be refined (and approved) prior to purchase.
9. Incremental Task Order Control/PMO work effort is not included in this cost estimate. It is assumed any incremental work effort will be covered by Task Order 1 (TO 001) or an appropriate task order modification will be pursued.



10. Core work effort associated with build-out and set-up of the SBA Service Oriented Architecture (SOA) is assumed to be covered under Task Order 4 (TO 004).
11. SBA is not acquiring hardware (workstations, servers, etc...) for the POEs. It is assumed that CBP-OIT is responsible for those purchases.
12. SBA Increment 2C resources will utilize SBA facilities located at Rosslyn, VA funded under TO 001. Any additional space requirements are not covered in this task order, and if required will be priced within the appropriate Increment Task Order, or modifications to this task order.
13. Accenture's direct labor and indirect rates are based on our Forward Pricing Submission of October 2004.
14. Accenture periodically enters into Alliance Agreements or similar strategic partnering arrangements with information technology vendors. These arrangements enable Accenture to offer its customer's enhanced service and technology options. To the extent Accenture has any such arrangements with suppliers of products to be examined and/or recommended pursuant to the Task Order, Accenture will disclose and provide a conflict mitigation plan if required.
15. The project will leverage the current Increment 2B architecture platforms and/or the platform that results from the ongoing TO 004 SOA evaluation.
16. For SBA team members who have not obtained full clearance who require site travel, a temporary solution (such as permitting escorted visits) will be allowed. SBA will provide completed security paperwork in a timely manner.
17. SBA makes acquisitions under a process agreed to by US-VISIT. A program-wide Acquisition Plan is being developed.
18. US-VISIT is responsible for procurement of IV&V hardware and software.
19. SBA establishes logical partitions of application and data components on testing environment infrastructure as necessary.
20. SBA assumes government resources required in accordance in Section 3.1 will be provided in a timely manner. Failure to provide these items in a timely manner may impact schedule and/or cost.
21. SBA will work with US-VISIT to support the overall Acquisition process. SBA will gather requirements, apply US-VISIT selection criteria and issue the RFI. Additionally, SBA will evaluate vendor equipment, run tests, and recommend a final selection for US-VISIT to approve.



Office	Area	US-VISIT	SBA	Other
Chief Strategy	Privacy	Primary	-	-
Mission Operations	Business Process / Change Control	Primary	Support	Support (CBP-OIT)
	Internal / Workforce Communications	Primary	-	-
Increment Management	Integration / TO Management	Primary	Support	-
	POC Evaluation	Potential Primary*	Potential Support*	-
Information Technology	DDT - Existing Applications	-	Support	Primary (CBP-OIT)
	DDT - New Applications	-	Primary	Support (CBP-OIT)
	RFID	-	Primary	-
	Simulated POE	Primary	Support	-
	IT Deployment	Primary	Support	-
Facilities	Facility Planning, Design & Construction	Primary	-	-
	Environmental and Cultural Resources	Primary	-	-
Training Administration	Training	-	-	Primary (CBP-OIT)
Outreach	External / Public Communications	Primary	-	-

* Proposed as Option

Table B-1: Program Areas –Phase 1 Roles and Responsibilities



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Office	Area	Dependency	Date Needed	Needed For
Mission Operations	Business Process / Change Control	US-VISIT completes Organization Impact Assessment	04/15/05	Used for process design and training requirements
Mission Operations	Internal / Workforce Communications	US-VISIT MO will perform all communications to internal teams and CBP	At key checkpoints: <ul style="list-style-type: none"> ▪ When construction begins by 06/07/05 ▪ In preparation for training by 05/01/05 ▪ In preparation for go-live 07/31/05 	Appropriate timings to prepare workforce and port employees for project activities
Increment Management	Integration / TO Management	US-VISIT produces integrated schedule for all parties and tracks status on key milestones and dependencies.	By Task Order Award	To allow all parties to understand key activities, checkpoints, milestones and dependencies each is responsible for
Increment Management	POC Evaluation	US-VISIT will determine which group is responsible for the Evaluation tasks	By 05/01/05	To begin appropriate planning
Information Technology	DDT - Existing Applications	US-VISIT or other groups completes ADIS, IDENT and system modifications	On schedule for Test Ready	So that all groups are ready to participate in system wide testing efforts
Information Technology			<ul style="list-style-type: none"> ▪ Timely completion of ADIS, IDENT and CBP design activities by non-SBA development teams ▪ US-VISIT approval of preliminary design at 3/17/05 PDR ▪ US-VISIT approval of final design at 3/31/05 CDR ▪ US-VISIT approval of test results at 7/1/05 TRR ▪ US-VISIT approval of release readiness at 7/27/05 RRR ▪ Completion of 	To develop and test the application and deploy by 7/31/05



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Office	Area	Dependency	Date Needed	Needed For
			IV&V activities by 7/31/05	
Information Technology		US-VISIT will obtain the Authority to Operate Certification	By 07/28/05	Required to approve go-live
Facilities		Will perform NEPA assessment and make go/no-go decision	By 04/01/05	Required to begin construction
Admin & Training/ CBP-OIT		Will complete training design	By 5/31/05	For review by IT working group for accuracy
Admin & Training/ CBP-OIT		Will complete development of training materials	By 06/30/05	To prepare workforce for 2C changes to processes and roles
Admin & Training/ CBP-OIT		Will deliver training courses, virtual materials, job aids, etc.	By 07/31/05	To prepare workforce for 2C changes to processes and roles

Table B-2: Phase 1 Dependencies



Attachment C: Work Breakdown Structure (WBS) & Dictionary for Phase 1

WBS Dictionary Phase 1

Name		Description
1	US-VISIT	
1.6	TASK ORDER 06 US-VISIT Program - Increment 2C	Increment 2C
1.6.3	POC PHASE 1: OBJECTIVE 3	Proof-of-Concept Phase 1 Objective 3
1.6.3.1	TASK ORDER CONTROL	Task Order Control refers to the activities required to support the execution of the task order which includes cost and scheduling reporting, earned value/performance measurement, and support for the Integrated Baseline Review (IBR).
1.6.3.2	TASK ORDER MANAGEMENT	This activity refers to the approach to managing a specific task order which include task order management and quality management.
1.6.3.3	BUSINESS CAPABILITY	This activity refers to business process design activities and standard operating procedure updates associated with deploying the solution.
		This activity involves supporting personnel from CBP and the US-VISIT Office of Mission Operations to identify the Increment 2C related business processes and determine the impact Increment 2C will have on the processes and operations. SBA works closely with CBP and US-VISIT to review documentation describing existing processes, business rules, regulatory requirements and organizational roles and responsibilities, and provide an analysis of the impact in the Increment 2C POC Mission Capability Impact Assessment.
		SBA also supports personnel from the US-VISIT Offices of Mission Operations to develop guidance for the modified business policies and procedures, including US-VISIT Standard Operating Procedures (SOP) to be used at the POEs. SBA provides input to guidance memorandums or other documentation to be issued from the US-VISIT Office of Mission Operations to CBP.
1.6.3.3.1	MISSION CAPABILITY READINESS SUPPORT	In addition, SBA monitors and updates key Increment 2C POC Phase 1 documents as they are approved through the formal US-VISIT and SBA change control process.
1.6.3.3.1.1	IMPACT ASSESSMENT	This element involves completing the Increment 2C POC Phase 1 Mission Capability Impact Assessment. This activity involves SBA reviewing the impact assessment performed by US-VISIT and CBP which describes the impacts to existing processes, business rules, regulatory requirements, and organizational roles and responsibilities.
1.6.3.3.1.2	BUSINESS RULES AND SOP GUIDANCE	This element involves SBA supporting personnel from the US-VISIT Office of Mission Operations to finalize and submit guidance for the modified business policies and procedures, including US-VISIT Standard Operating Procedures (SOPs) to be used at the POEs. In this activity, SBA provides input to guidance memorandums or other documentation to be issued from the US-VISIT Office of Mission Operations to CBP.
1.6.3.3.1.3	BUSINESS CHANGE SUPPORT	This element includes SBA performing updates to key Increment 2C POC Phase 1 documentation. As the scope has already been defined, approved, and baselined, changes occur via a change control process. This effort also involves monitoring documents and tracking updates to key baselined artifacts.
1.6.3.3.1.4	PRIVACY	This element involves the tasks necessary for US-VISIT to conduct the Privacy Impact Assessment for the Increment 2C POC Phase 1.
1.6.3.3.1.5	TRAINING PREPARATION	This element includes the tasks necessary for CBP and US-VISIT to execute training for the Increment 2C POC Phase 1.
1.6.3.3.1.6	TRAINING EXECUTION	This element includes the tasks necessary for CBP and US-VISIT to execute training for the Increment 2C POC Phase 1.
1.6.3.3.1.7	COMMUNICATIONS DEVELOPMENT	This element includes the tasks necessary for CBP and US-VISIT to develop internal and external communication plans for the Increment 2C POC Phase 1.
1.6.3.3.1.8	COMMUNICATIONS DELIVERY	This element includes the tasks necessary for CBP and US-VISIT to deliver internal and external communication plans and materials for the Increment 2C POC Phase 1. These activities also include developing a sponsorship plan.
1.6.3.3.1.9	PLAN PHASE 1 EVALUATION	This element includes the tasks necessary for SBA to support CBP and US-VISIT to establish the evaluation objectives, determine and define evaluation metrics, collect baseline evaluation metrics, and prepare data collection tools and templates.



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Name		Description
1.6.3.3.1.10	CONDUCT PHASE 1 EVALUATION	This element includes the tasks necessary for SBA to support CBP and US-VISIT to plan, prepare, and execute evaluation kick-off meetings, manage data collection field teams, and collect metrics for the following areas at each of the Increment 2C POC POEs: technology, process and timing, vehicle and pedestrian traffic pattern observations, training and communications, cross-organizational effectiveness, and CBA..
1.6.3.3.1.11	ANALYZE AND REPORT EVALUATION	This element includes the tasks necessary for SBA to support CBP and US-VISIT analyze the evaluation data against the baseline data collected, prepare the evaluation outline, and develop the final evaluation report.
1.6.3.4	IT	This activity refers to IT activities associated with deploying the solution.
1.6.3.4.1	OVERSIGHT APPROVALS	Tasks in this element include activities associated with form factor, regulation and policy that impact Increment 2C Phase 1
1.6.3.4.1.1	CBP FORM FACTOR APPROVAL	This element refers to the effort to obtain all necessary CBP form factor approvals.
1.6.3.4.1.2	REGULATION APPROVAL (PIA and Interim Reg)	This element refers to the effort to obtain all necessary regulation approvals for the PIA.
1.6.3.4.1.3	POLICY APPROVAL	This element refers to the effort to obtain all necessary policy approvals for POC Phase 1.
1.6.3.4.2	SYSTEM DESIGN	Tasks included in this element include those necessary for the design of functional and technical aspects of the initial POC.
1.6.3.4.2.1	INFRASTRUCTURE DESIGN	This element refers to the effort to design the infrastructure for the Primary Execution and Training Environments. The design activities will address: <ul style="list-style-type: none"> ▪ Host, WAN and POE network engineering ▪ Computing and storage ▪ Facility and facility services ▪ Software tools ▪ Configuration documentation ▪ Environment readiness test documentation
1.6.3.4.2.2	SYSTEM OPERATIONS DESIGN	This element refers to the effort to design the Operations and Maintenance Environment and develop a plan for transitioning the POC system to operation and maintenance organization. The activities will address: <ul style="list-style-type: none"> ▪ Host, WAN and POE network engineering ▪ Computing and storage ▪ Facility and facility services ▪ Software tools ▪ Configuration documentation ▪ Environment readiness test documentation ▪ Transition, operations and maintenance planning
1.6.3.4.3	SYSTEM DEVELOPMENT	Tasks included in this element include the acquisition effort to procure those hardware components and services necessary to enable the system development effort for the initial POC.
1.6.3.4.3.1	INFRASTRUCTURE DEVELOPMENT	This element refers to the activities necessary to build out and unit test the POC Primary Execution Environment: <ul style="list-style-type: none"> ▪ Execute the environment readiness test plans ▪ Establish user access ▪ Establish support procedures
1.6.3.4.3.2	ARCHITECTURE DEVELOPMENT	This element refers to the activities necessary to establish the technical architecture for the POC: <ul style="list-style-type: none"> ▪ Establish Security Architecture ▪ Develop and Unit Test Application Software Services Architecture ▪ Establish File and Database Architecture ▪ Establish or leverage existing Technology Standards and Patterns ▪ Maintain, review and enforce standards with respect to guidance from the DHS Enterprise Architecture, Centers of Excellence, and other relevant groups



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	Name	Description
1.6.3.4.3.3	RFID CONFIGURATION	<p>This element refers to the activities necessary to prepare the RFID equipment for the POC:</p> <ul style="list-style-type: none"> ▪ Develop and unit test the RFID Equipment Architecture, including antenna and reader structures, mounts, and equipment enclosure ▪ Develop and unit test the POC Data Acquisition COTS (RFID middleware) necessary to process RFID data generated from the RFID collection equipment, and provide this data in acceptable formats and according to business rules to the rest of the POC system ▪ Develop and unit test the RFID Equipment Architecture for each POE
1.6.3.4.3.4	SIMULATED POE - PHASE 1	<p>This element refers to the activities necessary to establish the simulated POE environment for the POC:</p> <ul style="list-style-type: none"> ▪ Augment the existing RF vendor test lane to include a vehicle entry lane ▪ Build out the RFID infrastructure and computing resources at the new RF Vendor Test Lab, specifically to test the RFID Issuance and Pedestrian Entry/Exit ▪ Build out the RFID infrastructure and computing resources at the mock environments (build out/conference room), specifically to test the RFID Issuance and Pedestrian Entry/Exit ▪ Perform and facilitate the CBP activities based on SOPs at the mock environment ▪ Document operational testing results
1.6.3.4.3.5	APPLICATION DEVELOPMENT - SBA	<p>This element refers to activities required to complete functional development for the POC system:</p> <ul style="list-style-type: none"> ▪ Develop and unit test system interfaces ▪ Develop and unit test the reporting capability ▪ Develop and unit test user interfaces
1.6.3.4.3.6	APPLICATION DEVELOPMENT - ADIS	<p>This element refers to activities required to develop and unit test modifications to ADIS for the POC.</p>
1.6.3.4.3.7	APPLICATION DEVELOPMENT - TECS	<p>This element refers to activities required to develop and unit test modifications to TECS for the POC.</p>
1.6.3.4.3.8	APPLICATION DEVELOPMENT - US ARRIVAL	<p>This element refers to activities required to develop and unit test modifications to US Arrival for the POC.</p>
1.6.3.4.4	TEST	<p>Tasks included in this element include the testing efforts associated with deploying the Increment 2C Phase 1 solution.</p>
1.6.3.4.4.1	TEST PREPARATION	<p>This element refers to activities required to prepare for the product test of the POC system:</p> <ul style="list-style-type: none"> ▪ Create detailed system test cases for integration testing and performance testing ▪ Develop step-by-step instructions for execution of system test cases, integration test cases, and performance test cases ▪ Establish and test connectivity to system test, integration, and performance test environments
1.6.3.4.4.2	TEST EXECUTION - SYSTEM AND INTEGRATION	<p>This element refers to activities required to execute product test of the POC system:</p> <ul style="list-style-type: none"> ▪ Execute system test scripts, integration test scripts and performance test scripts ▪ Document results of system, integration and performance testing ▪ Execute internal check of IV & V environment ▪ Execute System Security Tests and support Certification and Accreditation (C&A)
1.6.3.4.4.3	CONDUCT TEST READINESS REVIEW (TRR) FOR SOFTWARE APPLICATIONS	<p>This element refers to the activities necessary to prepare and conduct the milestone Test Readiness Review (TRR). The purpose of TRR is to validate that all items needed for successful completion of the independent test are in place.</p>
1.6.3.4.4.4	INDEPENDENT TESTING	<p>This element refers to the activities necessary to complete the independent system verification:</p> <ul style="list-style-type: none"> ▪ Create IV & V Test cases and scripts ▪ Establish IV & V Environment ▪ Execute IV & V Test cases and scripts ▪ Document the results of IV & V testing
1.6.3.4.4.5	CONDUCT RELEASE READINESS REVIEW (RRR)	<p>This element refers to the activities necessary to prepare and conduct the milestone Release Readiness Review (RRR). The purpose of RRR is to validate that all items</p>



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Name		Description
1.6.3.4.4.6	FINALIZE SDLC SYSTEM DOCUMENTATION	needed for successful site activation are in place. This element refers to the activities necessary to complete the following system documentation: <ul style="list-style-type: none"> ▪ System Design Document (SDD) ▪ Data Management Plan (DMP) ▪ Interface Control Document (ICD)
1.6.3.4.5	OPERATIONS ENVIRONMENT	Tasks included in this element are efforts associated with supporting and configuring the operations environment for the Increment 2C Phase 1 solution.
1.6.3.4.5.1	ENVIRONMENT SUPPORT	This element refers to the activities necessary to support the POC environments: <ul style="list-style-type: none"> ▪ Provide ongoing support and maintenance to the development and unit test environment ▪ Establish and provide the ongoing support and maintenance to the Primary Hosting Center Execution Environment ▪ Establish and provide the ongoing support and maintenance to the Primary Hosting Center Testing Environments ▪ Establish connectivity to POE Site Computing Environment ▪ Establish System Operations and Maintenance Environment
1.6.3.4.5.2	CONFIGURATION MANAGEMENT	This element refers to the execution of configuration management activities as described in the configuration management plan.
1.6.3.4.6	IT INSTALLATION	Tasks included in this element include the IT installation of hardware components and services necessary to enable the system development effort for the initial POC.
1.6.3.4.6.1	ACQUISITION - RF EQUIPMENT	This element refers to the activities necessary to acquire and distribute RFID equipment to POEs: <ul style="list-style-type: none"> ▪ Manage the RFID acquisition ▪ Receive and inspect RFID equipment ▪ Assemble and Kit RFID Equipment ▪ Ship equipment to POEs
1.6.3.4.6.2	ACQUISITION - I-94 TAGS	This element refers to the activities necessary to acquire and distribute I-94 tags to POEs: <ul style="list-style-type: none"> ▪ Receive I-94 tags for testing ▪ Receive I-94 tags at POEs
1.6.3.4.6.3	SITE INSTALLATION AND ACTIVATION	This element refers to the activities necessary to prepare the sites for installation and activation: <ul style="list-style-type: none"> ▪ Develop installation guides ▪ Install and configure RFID equipment ▪ Conduct Site readiness reviews ▪ Conduct site activation ▪ Provide on-site support
1.6.3.4.6.4	POST ACTIVATION SUPPORT	This element refers to the activities necessary to provide post-activation support: <ul style="list-style-type: none"> ▪ Provide on-site user support ▪ Provide User Support Help Desk
1.6.3.4.7	SEIT/DDT	Tasks included in this element include the SEIT/DDT activities associated with task order management and prime integration cross-system support.
1.6.3.4.7.1	TASK ORDER MANAGEMENT	This element refers to the activities necessary to oversee and coordinate tasks and their successful completion across the functional, technical and test teams.
1.6.3.4.7.2	PRIME INTEGRATION CROSS-SYSTEM SUPPORT	This element refers to the activities necessary to oversee and coordinate tasks and system responsibilities between SBA and non-SBA organizations.
1.6.3.5	OTHER MILESTONES	Tasks included in this element are activities for meeting Phase 1 milestones.
1.6.3.5.1	NEPA Go/No-Go Checkpoint	This element refers to the activities necessary to prepare and conduct the milestone NEPA Go/No-Go Checkpoint.



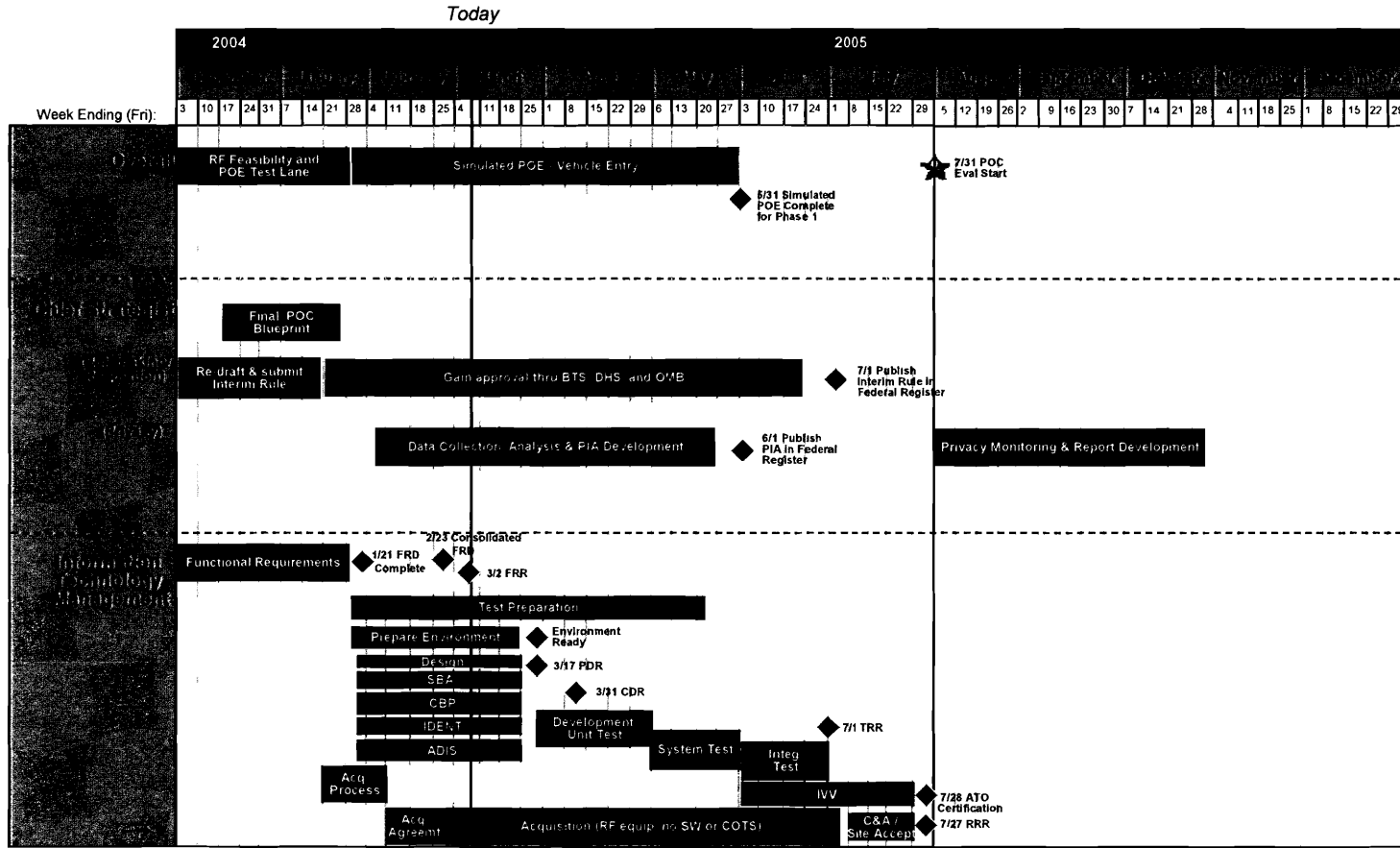
Smart Border Alliance
Task Order 006 Project Plan

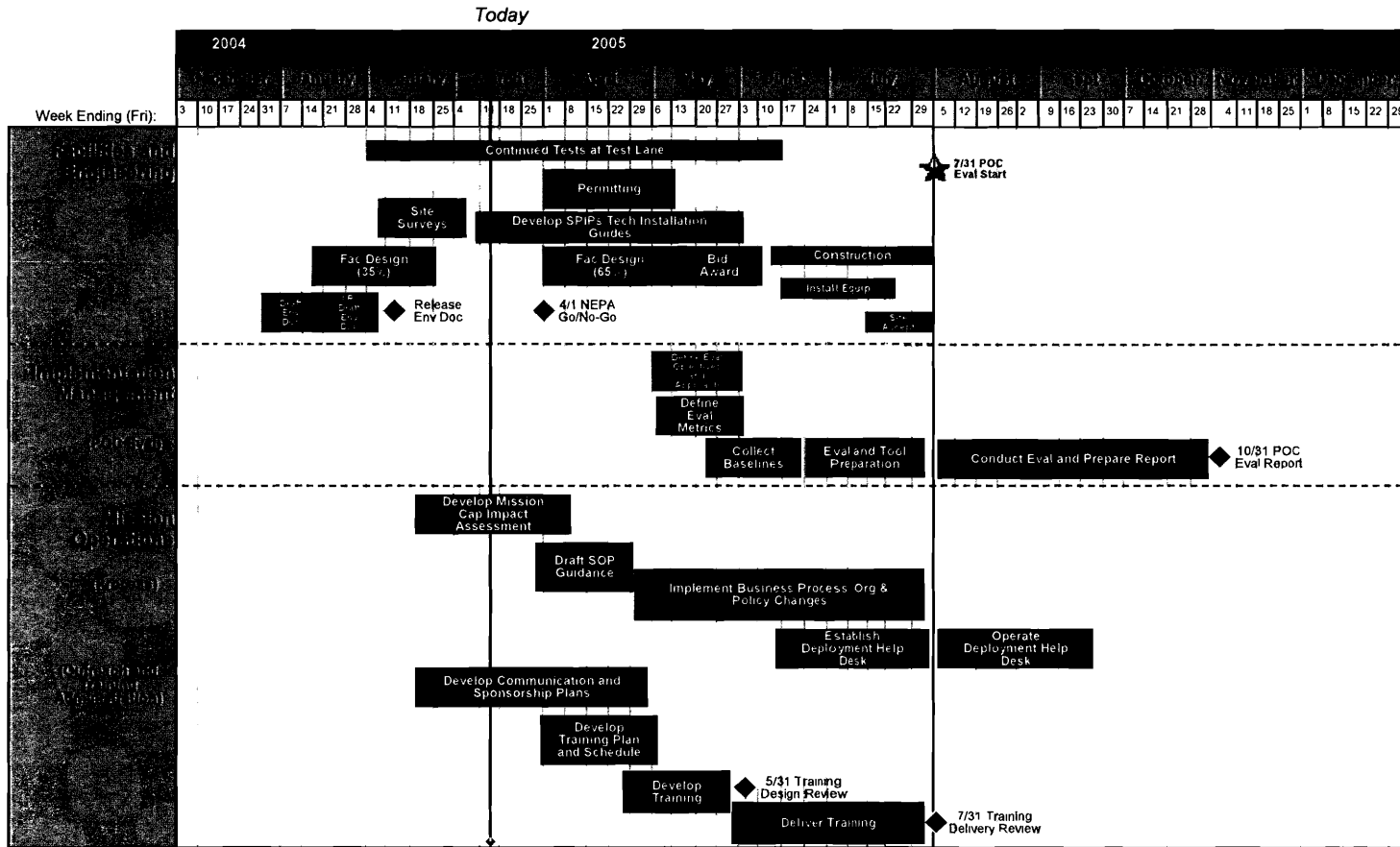
Name		Description
1.6.3.5.2	Training Design Review	This element refers to the activities necessary to prepare and conduct the milestone Training Design Review.
1.6.3.5.3	Publish Interim Rule in Federal Register	This element refers to the activities necessary to prepare and conduct the milestone Publish Interim Rule in Federal Register.
1.6.3.5.4	Authority to Operate (ATO) Signed	This element refers to the activities necessary to prepare and conduct the milestone Authority to Operate (ATO) Signed.
1.6.3.5.5	Training Delivery Review	This element refers to the activities necessary to prepare and conduct the milestone Training Delivery Review.
1.6.3.5.6	POC Evaluation - Start	This element refers to the activities necessary to prepare and conduct the milestone POC Evaluation - Start.

Table C-1: WBS Dictionary for Phase 1



Attachment D: Schedule for Phase 1







Attachment E: Option – Phase 1 Evaluation

An evaluation is a critical task needed to properly assess the success of a Proof-of-Concept activity. Evaluations typically follow a multi-disciplined approach including cross-functional evaluation criteria and teams.

US-VISIT requested SBA include an optional evaluation section to outline the scope, associated tasks, and timeline required to accomplish a satisfactory evaluation. US-VISIT will determine at a later point in time which team is responsible for this task and will potentially add this scope of work to the SBA task order modification.

This Attachment E outlines the Evaluation sub-task.

1.0 Scope

SBA supports US-VISIT in the design and execution of the Increment 2C POC Phase 1 Evaluation. In addition, SBA has identified the following key areas for evaluation consideration and metric development.

Plan Evaluation

Evaluation planning involves identifying objectives of the effort and the metrics used to support these objectives. SBA has identified the following key areas for evaluation consideration and metric development:

- RFID Technology
- IT Infrastructure
- Process and Timing
- Vehicle and Pedestrian Traffic Pattern Observations
- Training / Communications / Cross-Organizational Effectiveness

In addition to these evaluation areas, metrics associated with the Cost Benefit Analysis may be considered.

SBA works closely with US-VISIT and CBP throughout the design phase to collect baseline metrics. Multiple working sessions are conducted to develop and document the Increment 2C POC Phase 1 Evaluation Objectives and Approach (WP) for executing the evaluation once the Phase 1 solution is activated on July 31, 2005. In addition, data collection tools and templates are developed. SBA works with US-VISIT and CBP to leverage existing data collection tools, templates, and baseline metrics used in other increments to augment these activities.

Conduct Evaluation

After Increment 2C POC Phase 1 is implemented, the SBA team collaborates with US-VISIT and CBP to execute the evaluation of the Increment 2C Phase 1 solution. For each POC site, kick-off and scheduling activities are conducted to inform and engage the POC POEs about the upcoming evaluation. Following the kick-off, SBA supports the evaluation data collection process at each of the POC sites and assists the US-VISIT Increment 2C POC Phase 1 Evaluation Lead to consolidate data and manage the data collection effort. Evaluation data is collected for each of the areas defined above according to the metrics and sample size determined by US-VISIT and CBP.



Analyze and Report Evaluation

Once the evaluation data collection process is completed at each of the Increment 2C POC POEs, SBA supports the analysis process by comparing the evaluation data to the baseline data collected in the design phase. The findings of this analysis are compiled and the results of the evaluation are documented in the Increment 2C POC Phase 1 Evaluation Report which assesses the key areas of the Increment 2C POC Phase 1.

2.0 Deliverables and Delivery Schedule

The deliverables scheduled for the Evaluation effort for Task Order 006 are described in Table 7-2. The Type column describes the format in which the deliverable is submitted (MSWord document, MS PowerPoint presentation, MS Excel worksheet, or To Be Determined). The Status column indicates whether it is an original document, an update of an existing document, or created from a template. The Draft Due Date column indicates when the deliverable is submitted as a draft for comments. The Government Comment Due Date column indicates when government comments on the draft deliverable are due. The Final Due Date column indicates when the deliverable is submitted as a final document.

WBS No.	Deliverable	Type	Format	Status	Draft Due Date	Govt Comments Due Date	Final Due Date
1.6.3.3.1.11	Increment 2C POC Phase 1 Evaluation Report	D	WRD	O	10/17/2005	10/24/2005	10/31/2005
Key	D=Deliverable O=Original TBD=To Be Determined U=Updated WRD=MS Word Document WRP=MS Word Product WPP=MS PowerPoint WEX=MS Excel UAR=Update as Required						

Table E-1 Deliverables and Dates for Evaluation Option

The Project Management Support team monitors version control and quality management of the deliverables. A detailed schedule of deliverables in this work effort is provided in the WBS included in Attachment C.

3.0 Roles and Responsibilities

POC Phase 1 Evaluation Team	Roles / Responsibilities: Develop a plan and approach for conducting a POC Phase 1 evaluation; identify objectives, metrics, and evaluation criteria; develop data collection tools and templates, leveraging existing materials; collect baseline metrics; collect evaluation metrics; support US/ISL Increment 2C POC Phase 1 Evaluation; lead in managing the evaluation effort; analyze metrics against baselines; and document the evaluation results. Work Products / Deliverables / Milestones: <ul style="list-style-type: none"> WP: Increment 2C POC Phase 1 Evaluation Approach WP: Increment 2C POC Phase 1 Baseline Metrics WP: Increment 2C Data Gathering Tools / Templates D: Increment 2C POC Phase 1 Evaluation Report
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Table E-2 Roles and Responsibilities for Evaluation Option



4.0 Schedule and Implications

Design stage of the Increment 2C POC Phase 1 Evaluation should begin in May 2005 and continues through July 2005. Once evaluation objectives and metrics are defined, baseline measures are collected across several areas (e.g. IT, Facilities, Training, Process, etc.) at each of the POC POEs over a 4-week period, concluding at the end of May 2005 due to site construction and facilities modification activities.

Following activation of the Increment 2C POC Phase 1 POEs, the execution stage of the evaluation begins in August 2005 and continues through September 2005. During this time, both quantitative and qualitative evaluation data is collected, requiring teams to be mobilized at each POE for data gathering activities. Data collection continues for 1 to 2 weeks at each POC POE depending on the sample size required. The data is then analyzed and serves as the foundation for the Final Evaluation Report to be completed by the end of October 2005. Detailed tasks and schedule for the Increment 2C POC Phase 1 Evaluation can be found in the WBS and the Integrated Master Schedule contained in Attachment C and D, respectively.

5.0 Staffing & Organization Chart

Based on a simplified and collaborative approach, SBA estimates that the evaluation effort would require 3 full time equivalent SBA team members beginning May 1, 2005 during the design stage. Once the Increment 2C POC POEs are activated, at least 4 full time equivalent SBA team members are required to support the execution and analysis stages. Throughout the evaluation effort, it is assumed that US-VISIT and CBP are closely engaged with SBA and would support any additional staffing required to facilitate data collection, analysis, and the documentation of results and key findings.

This team reports up through the US-VISIT Implementation Management lead and collaborates cross-functionally with key US-VISIT teams to create a cross-functional evaluation working group.



Attachment E: Option – Phase 1 Evaluation

~~SBA~~An evaluation is a critical task needed to properly assess the success of a Proof-of-Concept (POC) activity. Evaluations typically follow a multi-disciplined approach including cross-functional evaluation criteria and teams.

The Increment 2C Proof-of-Concept Phase 1 Evaluation is led by RTR Technologies with SBA participation and collaboration. US-VISIT requested SBA include an optional evaluation section to outline the scope, associated tasks, and timeline required to accomplish a satisfactory evaluation. ~~US-VISIT will determine at a later point in time which team is responsible for this task and will potentially add this scope of work to the SBA task order modification.~~

This document provides additional details to SBA's Evaluation option by further defining SBA's role and responsibilities as well as the initial set of metrics SBA proposes to gather in support of the evaluation effort.

1.0 Scope

SBA supports US-VISIT and RTR Technologies in the design and execution of the Increment 2C POC Phase 1 Evaluation. ~~In addition, SBA has identified the following key areas for evaluation consideration, and metric development, and the organization responsible.~~

Plan Evaluation

Evaluation planning involves identifying objectives of the effort and the metrics used to support these objectives. SBA has identified the following key areas for evaluation consideration and metric development:

- RFID Technology (SBA)
- IT Infrastructure (SBA)
- Process and Timing (RTR Technologies)
- Vehicle and Pedestrian Traffic Pattern Observations (RTR Technologies)
- Training / Communications / Cross-Organizational Effectiveness (SBA)

In addition to these evaluation areas, metrics associated with the Cost Benefit Analysis may be considered.

~~SBA works closely with US-VISIT, and CBP, and RTR Technologies in a multi-disciplined Evaluation Working throughout group throughout the design evaluation planning phase to refine the list of proposed metrics (Section 1.6), the specific data points associated with the metric, and the data collection approach. phase to collect baseline metrics. Multiple working sessions are conducted to develop and document the Increment 2C POC Phase 1 Evaluation Objectives and Approach (WP) for executing the evaluation once the Phase 1 solution is activated on July 31, 2005. In addition, dExisting data collection tools and templates are developed. SBA works with US-VISIT and CBP to leverage existing data collection tools, templates, and baseline metrics used in other increments are leveraged to augment these activities. In addition, SBA gathers and supports the baseline data collection process with RTR.~~

Conduct Evaluation

After Increment 2C POC Phase 1 is implemented, the SBA team collaborates with US-VISIT, and CBP, and RTR Technologies to execute the evaluation of the Increment 2C Phase 1 solution. For



B. Increment 2C POC Phase 2 Objective 2: Design the 2C Solution

1.0 Task Order 006 Proposed Solution – Phase 2

1.1 Purpose

Included in this effort are the tasks, activities, deliverables, and work products necessary to complete the Increment 2C POC Develop and Test objective for Phase 1. The purpose of this Task Order Modification is to provide a detailed description and cost estimate of SBA's participation through the Objective 2, April 1, 2005 – September 30, 2005.

1.2 Scope of Work

The scope of this effort is composed of the following for:

- Increment 2C POC Phase 2 Objective 2 – Design the 2C Solution. The completion of the Design activities to support the approved US-VISIT March 2006 deployment.
- Activities for the Acquisition - National Deployment are included as an option to be exercised and is outlined in Attachment F

A formal response will be formulated and submitted during this period-of performance for this task order that addresses the proposed approach to complete POC Phase 2 Objective 3 – Develop and Test Increment 2C Solution.

1.3 Inputs

In performing the work described in Section 2.0 of this Project Plan, SBA uses the following inputs:

Artifacts associated with Increment 2C POC Phase 1 Objective 1 Plan and Define, including business and operations requirements, component and technology architecture specifications, and current feasibility study results.

Artifacts associated with Increment 2C Phase 1 Objective 2 Design Solution, including functional requirements, functional and detailed designs, technical designs and specifications, and POE site surveys.

- Artifacts from the US-VISIT Strategic Plan covering all US-VISIT offices
- Elements from the Initial Land Border Solution (ILBS)
- Increment 2C Mission Operations Process Concept Document
- Documents associated with Increment 1B and 2B implementations
- US-VISIT Delivery Methodology

Several of these inputs are being developed concurrently under this Task Order and others. SBA coordinates ongoing efforts across Task Orders to use these inputs as they become available, and as applicable.

In addition to the above inputs, SBA continues to support the collaborative process of participation in Increment 2C together with:

- Office of the Chief Strategist
- Office of Mission Operations
- Office of Information and Technology Management
- Office of Facilities and Engineering



- Office of Administration and Training
- Office of Budget and Financial Management
- Office of Outreach
- Office of Acquisitions and Program Management
- Office of Implementation Management
- Other designated stakeholders



2.0 Detailed Task Order Project Plan – Phase 2

2.1 Increment 2C Task Order Management

Task order management covers the approach to managing a specific task order. It is the implementation and operation of the standard program management processes and tools in the context of a specific task order. Areas include Quality Management and Future Objective Estimation and Planning.

Task Order Management and Support

Task order support is the day-to-day management of the task order team. It includes organizing and managing project resources, monitoring progress, integrating management activities across projects and task orders, and participating in management reviews, and work planning. Task order support also includes the development and reporting of project status and communicating results.

Quality Management

SBA follows the quality management processes as documented in the approved US-VISIT Program Level Quality Management plan. An increment-specific quality engineer is assigned to facilitate various peer review sessions and document results in accordance with the quality reporting standards. The 2C quality engineer generates a review schedule based on the deliverable and work product due date. Reviews may be conducted in facilitated or non-facilitated sessions.

Estimation and TO Modification Support

Future Objective Planning comprises the activities required to define, plan, and estimate future 2C objectives. The formulation of a detailed cost estimate and project plan for Phase 2 Objective 3 is part of this work stream.

2.2 Business Capability

2.2.1 Mission Capability Readiness Support

Impact Assessment

During Phase 2 Objective 2, SBA supports the US-VISIT Office of Mission Operations in assessing the business process and organizational changes, and identifying and documenting the impacts to POE procedures, regulatory requirements, and organizational roles and responsibilities, in the Increment 2C POC Phase 2 Mission Capability Impact Assessment.

Business Rules and SOP Guidance

SBA supports personnel from the US-VISIT Office of Mission Operations in the development of Increment 2C POC Phase 2 Business Rules and SOP Guidance for the modified business policies, procedures and organizations to be implemented at the POEs. In this activity, SBA provides input to guidance memorandums or other documentation to be issued from the US-VISIT Office of Mission Operations to CBP.

Change Control Support

Phase 2 scope is defined, approved and baselined during Objective 2. Once baselined, changes must occur via the formal US-VISIT and SBA change control process, which includes approval by appropriate US-VISIT leadership. For any change request, SBA identifies impacts and updates associated documentation based on formal approval.



2.3 Information Technology

2.3.1 System Design

Preliminary Design

Based on the Increment 2C Phase 2 business requirements and Solution CONOPS, the preliminary design activities incorporate the additional capabilities of Phase 2 into the overall business and technical solution. Several key documents comprise the preliminary design, or 'Solution Architecture', including the System Development Plan (SDP), the System CONOPS, the Technical Architecture Specifications, the Application Architecture Specifications and the Use Case models. These documents, as established during Phase 1, are updated during Phase 2.

The SDP includes descriptions of the project approach and acceptance criteria of the system as well as identifies the current project stakeholders, organizational structure, responsibilities, project milestones, and project risks for Increment 2C.

The System CONOPS outlines the technology-specific concept of operations for Increment 2C Phase 2 POC, including the methods by which technology is applied to meet functional requirements, within the system development and support context. This includes the specific relationships, from process and integration perspectives, of the Phase 2 functions and capabilities with other legacy systems.

The Technical Architecture Specifications include general design specifications for the core hardware, software and facilities-related capabilities that comprise the technical architecture, for the execution, development and operations environments.

The Application Architecture Specifications include the general design specifications for the core shared application services.

SBA supports US-VISIT Mission Operations in the refinement and prioritization of the Increment 2C POC – Phase 2 business requirements. Although baselined, the purpose of this effort is to identify which business requirements are essential and should be included in the Increment 2C POC Phase 2 solution.

The Use Cases document describes the operational scenarios that the system must support in order to satisfy the business needs for the Increment 2C. A Use Case Model describes the complete sequence of related actions between a user and a system. The Model includes the purpose of the use case, the actors, the actions/steps for a main success scenario, and the actions/steps for additional scenarios.

Functional Requirements

The Functional Requirements Document (FRD) defines the functions the system must perform in order to satisfy the business needs for the Increment 2C solution. It provides a consolidated record of the technical and application requirements, as well as a description of the users that shall interact with the solution. These requirements serve as the foundation for how the solution is designed, developed, and tested. More specifically, the FRD serves as a critical input to the system design and test cases created in the following phases.

During Phase 2 Objective 2, the Functional Requirements Document (FRD) developed during POC Phase 1 is updated. The Phase 2 FRD is created to address additional operational capabilities introduced during Phase 2, such as Vehicle Entry and Vehicle and Pedestrian Outbound



Operations. SBA updates existing Use Cases created in Increment 2C POC Phase 1 and creates additional Use Case Models derived from the Increment 2C Phase 2 Business Requirements and CONOPS. The Use Case models, along with the FRD document developed for Phase 1 are used as a basis for the Increment 2C Functional Requirements Document. The functional requirements are loaded into a requirements tracking tool and mapped to the appropriate Business Requirements for traceability and configuration management.

Once the FRD is complete, US-VISIT Increment 2C stakeholders participate in a Functional Requirements Review (FRR). The purpose of the review is to get approval on the Functional Requirements and to validate that the business requirements are being met.

Services Oriented Architecture (SOA) Technical Architecture Establishment

The SOA establishment activity currently being handled in Task Order 4 is one of the key dependencies for Increment 2C POC Phase 2 system design. Task Order 4 establishes the fundamental development and implementation patterns, core execution services, specific COTS product selection, configuration and use guidelines, and other output required for implementation and use of a standardized SOA by US-VISIT systems.

Architecture Design

Architecture Design includes the activities necessary to update the existing technical and application architecture designs for Phase 2, as documented in the Phase 1 System Design Document, Interface Control Document, Security Architecture Design, and the Data Management Plan. These designs primarily concern common hardware and software components and services that the unique business logic functions rely on to meet functional requirements. In addition, changes or updates to the DHS Enterprise Architecture are addressed and contributed. The Interface Control Document includes elements of the overall system Integration Architecture. The Data Management Plan includes elements of the overall system Data and Information Architecture.

RFID Design

RFID Design includes the following activities necessary to update the existing RFID architecture designs for Phase 2. Included are updates to the RFID Equipment Architecture designs, including antenna and reader structures, mounts, and equipment enclosure. Also included are updates to the designs for computing and software architecture and COTS (RFID middleware) necessary to process RFID data generated from the RFID collection equipment.

Functional Design

During the Objective 2 period of the US-VISIT Increment 2C POC Phase 2, the functional design team creates the system functional designs that address the requirements of the core application. The core application includes reports, user interfaces, custom business logic, unique COTS configurations, and other unique components providing automated business logic. The FRD and Use Cases serve as the input for the design documentation created as part of this objective. The design team conducts a Preliminary Design Review (PDR) to gain stakeholder consensus on the direction of the design. The design team conducts Joint Application Design (JAD) sessions to brainstorm and identify available solutions. Key SBA Increment 2C Phase 2 POC design leads work closely with the existing system architects for the TECS, ADIS, IDENT and US-Arrival/2B systems to translate the Increment 2C POC Phase 2 Use Cases and the FRD into design specifications. The functional design documents created during this objective serve as the primary input into the system build and development tasks scheduled for Objective 3.



The system business logic and interface design identifies the core business logic components and services, the data to be transferred, the stimulus for data transfer, communication methods for data transfer, and any necessary error handling. The report design identifies the report needs of the application. The design indicates whether new reports are required or if existing reports need to be modified to meet the requirements. The user interface design identifies the visual representation of the application. This design documentation defines the various user interactions with the POC solution and specifies the behavior of each element of the user interface.

Test Planning

During the Objective 2 System, Integration and Performance Test planning begins. Testing is an essential part of the software development life cycle. Testing provides a structured way of validating that requirements and specifications are properly and correctly implemented and that the solution meets the business and performance requirements.

Test Planning includes the following activities necessary to define the objectives, system requirements, test entry/exit criteria, schedule and test scenarios for Phase 2 testing effort:

- Create System Test Plan
- Create Integration Test Plan
- Create System Test Cases
- Create Integration Test Cases

Critical Design Review

The design team conducts the Critical Design Review (CDR) with key stakeholders including representatives from the TECS, US-Arrival, ADIS and IDENT to confirm the design is complete. Document reviews are conducted with the opportunity for feedback and follow-up action as required. CDR approval serves as a primary prerequisite for the application development effort that commences with Objective 3.

2.3.2 Simulated POE – Harper’s Ferry

In order to fully simulate the vehicle entry environment at the POEs, US-VISIT and CBP are establishing a simulated POE at Harper’s Ferry. This facility provides the ability to integrate the RF solution with existing technologies at the ports such as license plate readers (LPR). DHS system integration at Raytheon is not feasible to support this integration due to the impermanence of the facility, the physical and technical security concerns and other considerations associated with a non-government-owned facility. SBA supports a long-term DHS effort to establish a simulated POE environment located at Harpers Ferry, WV. SBA works with CBP, Facilities, and Engineering to acquire and install RF equipment similar to how an installation is done at actual POEs. Modification of the CBP-owned simulated POE facility entails the construction of vehicle entry and exit areas, the design of RF configurations, and the installation of RF equipment. The vehicle entry and exit areas are used to evaluate the various means for positioning and configuring RFID readers and antenna.

Design RF Configuration

The RF configuration includes the following activities necessary to design RFID architecture for Harper’s Ferry simulated POE:

- Design RFID Equipment Architecture, including antenna and reader structures, mounts, and equipment enclosures



- Design the computing and software architecture and COTS (RFID middleware) necessary to process RFID data generated from the RFID collection equipment

Install RF Equipment

The installation of RF equipment includes the activities necessary to build out the simulated POE at the Harpers Ferry facility. This includes procurement of RF equipment, fabrication and assembly of antenna and reader structures, mounts, and equipment enclosures and installation and configuration of the RFID equipment.

2.3.3 Operations Environment

Configuration Management Execution

Configuration management includes the plans, processes and procedures used to maintain configuration control for the task order. The task order team follows the configuration management processes as documented in the approved SBA Configuration Management Plan. The processes and procedures include configuration identification, configuration baselines, change control, configuration status accounting, and auditing. A configuration specialist is assigned to the task order team to administer the configuration processes and assist with configuration control. The Configuration Management activities during Objective 2 consist of the loading the FRD into the requirements tracking tool. In future objectives, configuration management encompasses many more project artifacts.



3.0 Government Resources – Phase 2

Government furnished information and systems, personnel participation and facilities are required for this task order and will be requested by the SBA as necessary. The Government shall provide such resources as requested by the SBA in a timely manner such that the SBA can meet the requirements of the Task Order.



4.0 Work Breakdown Structure (WBS) – Phase 2

4.1 WBS Summary

The WBS, shown in Attachment C, contains the project activities necessary to address the Government's objectives as defined in Task Order 006 2C Objective 2 – Design the Increment 2C Solution. This WBS represents an integrated plan with activities from various teams including SBA, US-VISIT, CBP, and other interfacing systems. Attachment C includes the complete WBS view with additional details and data, responsible team, start/end date of tasks, and critical dependencies. Additionally, a WBS Dictionary is provided which includes further descriptions and explanations for each line item.

The structure of this WBS addresses a combination of interests including:

- The entire Objective is focused on the Design phase thus mapping to that US-VISIT SDLC lifecycle component
- The WBS is organized by key areas/team to help represent primary US-VISIT ownership and how work is managed
- Individual line items represent key work products/deliverables/focus areas that occur thus breaking the work into logical pieces.
- The WBS Dictionary provides additional information on what each line item includes and how the work may be performed

4.2 Schedule

As with the WBS, the Objective 2 schedule reflects an integrated approach and depicts tasks across various teams responsible for contributing to the success of 2C. This TO Response contains 2 views of the schedule:

- Attachment C which includes the WBS with start and end dates for each task as well as key dependencies that drive out the schedule over this period of performance through September 30, 2005.
- Attachment D includes the overall schedule for the POC Phase 2 March 31, 2006 delivery. SBA's tasks were scheduled with the assumptions that all participants deliver their tasks and dependencies as identified in this schedule

As indicated, both schedules provide an integrated view with tasks across the areas including SBA, US-VISIT, CBP, and others. It is important to understand that most of these tasks will require a collaborative effort and review points across many groups. The task ownership distinction is used to indicate the primary driver or point person for a specific task.

- Attachment C, the WBS, indicates task ownership with a specific data element.
- Attachment D, the overall schedule, is organized visually by the major US-VISIT offices

This schedule information serves as input to Acquisition and Program Management Office (APMO) which is currently undertaking efforts to organize and track a US-VISIT-wide critical path and key milestones across increments and task orders.



5.0 Performance Measures – Phase 2

The performance measures are consistent with the other Cost Plus Fixed Fees (CPFF) Increments, and/or task orders.

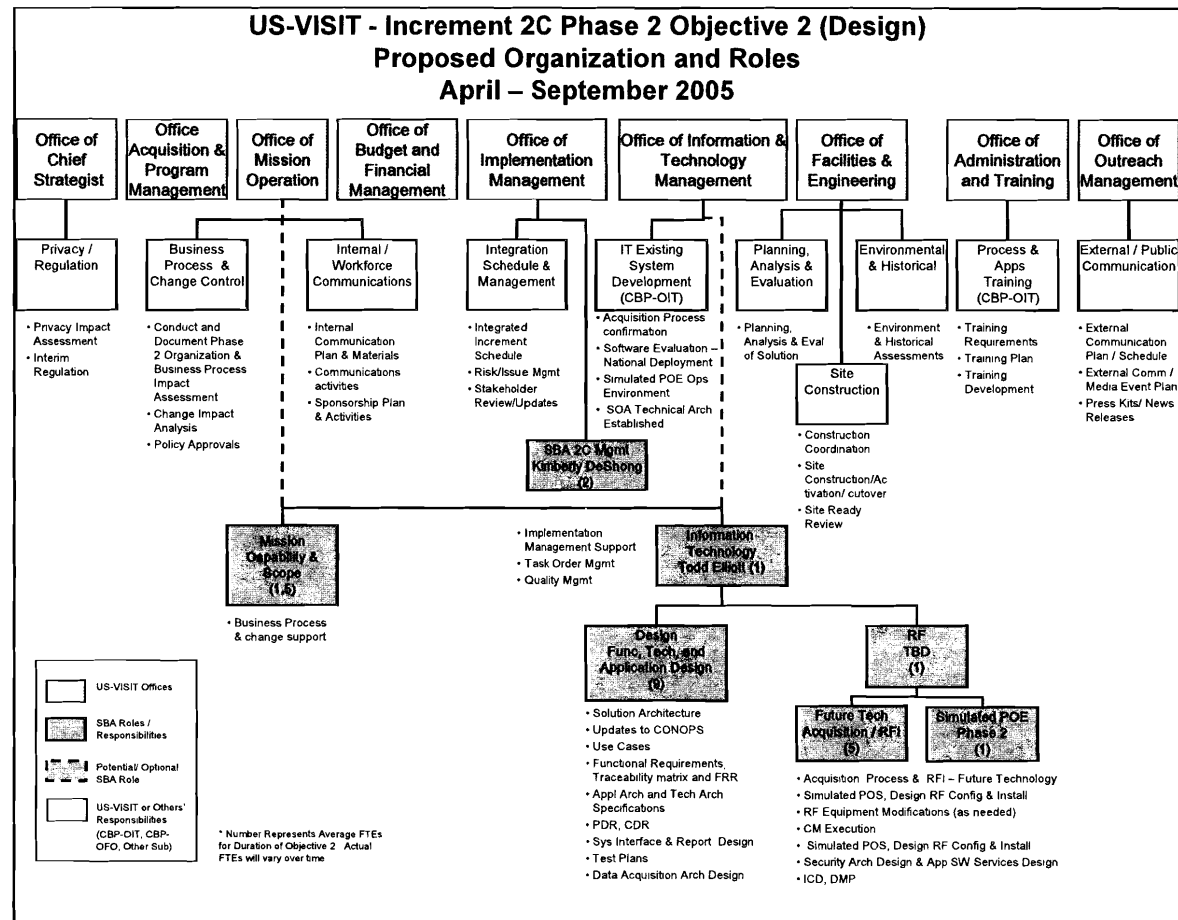


6.0 Task Order Staffing – Phase 2

6.1 Project Organization Phase 2

The SBA Increment 2C Phase 2 Objective 2 project organization is structured to provide direct support to the US-VISIT program offices. The organization is positioned for collaboration across teams, while allowing each team to focus on core areas of work.

Figure 6-1. Organizational Structure





6.2 SBA Team Roles and Responsibilities

Table 6-3 provides the team responsibilities for Project Tasks Phase 2.

Team	Roles and Responsibilities, Work Products / Deliverables
Mission Capability and Scope Team	<p><u>Roles / Responsibilities:</u> Work with US-VISIT Mission Operations, CBP and user community at POEs to conduct and document the results of organizational and business impact assessment; review documentation describing existing processes; and develop and document recommendations. Manage and maintain change control for key Increment 2C POC Phase 2 documentation.</p> <p><u>Work Products / Deliverables / Milestones:</u></p> <ul style="list-style-type: none"> ▪ WP: Increment 2C POC Phase 2 Mission Impact Assessment ▪ WP: Increment 2C POC Phase 2 Business Rules and SOP Guidance
Functional, Technical, and Application Design Team (DDT)	<p><u>Roles / Responsibilities:</u> Work with development groups at CBP, ADIS, and IDENT to finalize and consolidate functional requirements for Increment 2C POC Phase 2; load functional requirements into the requirements tracking tool (DOORS) and manage updates; and produce the Requirements Traceability Matrix for Increment 2C POC Phase 2.</p> <p>Document high-level solution architecture; manage updates to System Development Plan and System CONOPS; develop Phase 2 Use Cases; create System Design Document (SDD) for Increment 2C POC Phase 2 business logic, graphical user interfaces, system interfaces, and reports assigned to SBA; and closely coordinate with the development groups at CBP, ADIS and IDENT on their design documents.</p> <p>Produce the System Design Document (SDD) components for the core system architectures that are not infrastructure-related, including the following architectures: Security Architecture, Application Architecture, Integration Architecture, Data Architecture, and Reporting Architecture.</p> <p>Develop Test Plans for the System Test and Integration Test; and develop initial test cases for both System Test and Integration Test.</p> <p><u>Work Products / Deliverables / Milestones:</u></p> <ul style="list-style-type: none"> ▪ WP: Update Increment 2C System Development Plan ▪ WP: Update Increment 2C System CONOPS ▪ WP: Increment 2C Use Cases ▪ D: Increment 2C Functional Requirements Document (FRD) ▪ M: Functional Requirements Review (FRR) ▪ WP: Increment 2C POC Phase 2 Data Management Plan (DMP) ▪ WP: Increment 2C POC Phase 2 System Security Plan (SSP) ▪ WP: Increment 2C POC Phase 2 Interface Control Document (ICD)



Team	Roles and Responsibilities, Work Products / Deliverables
<p>Simulated POE Team (RF)</p> <p>Project Management Team</p>	<ul style="list-style-type: none"> ▪ M: SOA Technical Architecture Established ▪ M: Preliminary Design Review (PDR) ▪ M: Critical Design Review (CDR) ▪ WP: Increment 2C POC Phase 2 Systems Test Plan ▪ WP: Increment 2C POC Phase 2 Integration Test Plan <p><u>Roles / Responsibilities:</u> Design the common RFID equipment architecture and POC Phase 2 POE-specific RFID equipment architecture; and design the a-ID Collection Architecture in coordination with the RFID Integration Team and Application Design Team.</p> <p>Design the RFID configuration and install RFID equipment at the Harper’s Ferry simulated POE.</p> <p><u>Work Products / Deliverables / Milestones:</u></p> <ul style="list-style-type: none"> ▪ WP: Update Increment 2C RFID Equipment Architecture Design ▪ WP: Update Increment POC Data Acquisition (Device Mgmt) Architecture Design <p><u>Roles / Responsibilities:</u> Plan and manage the overall project scope, budget, and schedule; provide oversight and management support for the project; develop, update, and execute the Increment 2C Project Management Approach and processes; support project level risk and issue management, configuration management, quality management, and process improvement; manage project financial management, contracts management, and other program control activities required to support the execution of the task order.</p> <p><u>Work Products / Deliverables / Milestones:</u></p> <ul style="list-style-type: none"> ▪ WP: Periodic Status Reports
<p>Note: D: denotes a Deliverable WP: denotes a Work Product M: denotes a Milestone</p>	

Table 6-2: Roles and Responsibilities for Phase 2 Objective 2



6.3 Staffing and Selection Approach

Personnel filling these roles have, to a large extent, been previously identified and were part of the Objective 1 Plan and Define and/or Phase 1 Objective 2 Design efforts.

As qualified resources are selected, they are required to complete the required orientation and clearance process. Resources from other programs and projects orient to the program, complete the security clearance, and receive US VISIT program training including 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 will comply with the contract, Section H.9 “Security Requirement”, which outlines that the Contractor, subcontractor(s), vendor(s), etc, (herein known as Accenture) will require access to sensitive Department of Homeland Security (DHS) information and therefore require Suitability Determinations.

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.

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 facilitate 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).

In regards to Non-US Citizens, Accenture agrees that only US Citizens may perform work on this contract in positions that involve access to or development of any DHS information technology system.



7.0 Deliverables and Acceptance Criteria – Phase 2

7.1 Deliverables and Delivery Schedule

The deliverables scheduled for Task Order 006 are described in Table 7-1. The Type column describes the format in which the deliverable is submitted (MSWord document, MS PowerPoint presentation, MS Excel worksheet, or To Be Determined). The Status column indicates whether it is an original document, an update of an existing document, or created from a template. The Draft Due Date column indicates when the deliverable is submitted as a draft for comments. The Government Comment Due Date column indicates when government comments on the draft deliverable are due. The Final Due Date column indicates when the deliverable is submitted as a final document.

WBS No.	Deliverable	Type	Format	Status	Draft Due Date	Govt Comments Due Date	Final Due Date
1.6.4.4.1.2.1	Increment 2C Functional Requirements Document	D	WRD	U	6/30/2005	7/15/2005	7/22/2005
Key	D=Deliverable O=Original TBD=To Be Determined U=Updated			UAR=Updated as Required WRD=MS Word Document WP=Work Product XLS=MS Excel			

Table 7-1 Deliverables and Dates for Phase 2 Objective 2

The Project Management Support team monitors version control and quality management of the deliverables. A detailed schedule of deliverables included in this work effort is included in the WBS, included in Attachment C.

7.2 Acceptance Criteria

Acceptance criteria for deliverables will be defined by APMO and SBA as the US-VISIT Delivery Methodology deliverable templates are defined and rolled out.



8.0 Period of Performance and Work Location - Phase 2

The period of performance is scheduled for April 1, 2005 to September 30, 2005. The period is delineated in Table 8-1.

Year	Period of Performance
Base Year	Phase 1 Objective 2: Task Order Award (April 1, 2005) – September 30, 2005

Table 8-1. Period of Performance for Phase 2 Objective 2

The project team for this task order is located in Rosslyn, VA. Additional work locations will also include test lane facilities, the five targeted POEs, and district/regional field offices



Attachment A: Cost/Price Proposal for Phase 2



**US-VISIT Program Level System Engineering
Statement of Objectives**

<u>Goods or Services</u>	<u>Type</u>	<u>QTY</u>	<u>UNIT</u>	<u>Estimate</u>
CLIN				
0001A	Subtask 1/Objective 1 - Plan and Define the Increment 2C Solution Services/Materials	CPFF	1	Lot
0001B	Fixed Fee		1	Lot
0001C	Travel/ODC		1	Lot
Total CLIN 0001				
CLIN				
0001A	Increment 2C (Optional) Services/Materials	CPFF	1	Lot
0001B	Fixed Fee		1	Lot
0001C	Travel/ODC		1	Lot
Total CLIN 0001				



Smart Border Alliance
Task Order 006 Project Plan

Sub-Task Name	Labor Category	Named Resource	Workforce	Bill Code (Accenture Only)	Company	Offeror	Prime or Sub	Mar 05 Lab Hrs	Apr 05 Lab Hrs	May 05 Lab Hrs	Jun 05 Lab Hrs	Jul 05 Lab Hrs	Aug 05 Lab Hrs
		#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime			176	176	176	
		#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime			176	176	176	
		#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime			176	176	176	
Total 1.6.3.3.1.9										528	528	528	
		#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime						184
		#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime						184
		#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime						184
		#6 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime						184
Total 1.6.3.3.1.10													736
		#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime						
		#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime						
		#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime						
		#6 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime						
Total 1.6.3.3.1.11													
Total Phase 2, Objective 2 (Business)										528	528	528	736

GRAND TOTAL LABOR 528 528 528 736

Material

1.6.3.3.1.10	Materials				Accenture	Accenture	Prime						
TOTAL MATERIAL													

TOTAL LABOR & MATERIAL 528 528 528 736

Other Direct Costs

1.6.3.3.1.9	Travel				Accenture	Accenture	Prime						
1.6.3.3.1.10	Travel				Accenture	Accenture	Prime						
TOTAL OTHER DIRECT COSTS (ODCs)													



Smart Border Alliance
Task Order 006 Project Plan

Sub-Task Name	Labor Category	Named Resource	Workforce	Bill Code (Accenture Only)	Company	Offeror	Prime or Sub	Sep 05 Lab Hrs	Oct 05 Lab Hrs	Nov 05 Lab Hrs	Total Est Hours	Mar 05 Burdened Cost
		#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime				# 1056	
		#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime				# 1056	
		#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime				528	
Total 1.6.3.3.1.9											2640	
		#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime	176			# 720	
		#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	176			# 720	
		#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	176			# 720	
		#6 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	176			360	
Total 1.6.3.3.1.10								704			# 2520	
		#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime		168		# 336	
		#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime		168		# 336	
		#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime		168		# 336	
		#6 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime		169		# 338	
Total 1.6.3.3.1.11									673		# 1346	
Total Phase 2 DDC (Business)								704	77		506	

TOTAL

Material

Sub-Task Name	Materials	Company	Offeror	Prime or Sub	Sep 05 Lab Hrs	Oct 05 Lab Hrs	Nov 05 Lab Hrs	Total Est Hours	Mar 05 Burdened Cost
1.6.3.3.1.10		Accenture	Accenture	Prime					
TOTAL MATERIAL									

TOTAL

Other Direct Costs

Sub-Task Name	Travel	Company	Offeror	Prime or Sub	Sep 05 Lab Hrs	Oct 05 Lab Hrs	Nov 05 Lab Hrs	Total Est Hours	Mar 05 Burdened Cost
1.6.3.3.1.9		Accenture	Accenture	Prime					
1.6.3.3.1.10		Accenture	Accenture	Prime					
TOTAL OTHER DIRECT COSTS (ODC)									



Smart Border Alliance

Sub-Task Name	Labor Category	Named Resource	Workforce	Bill Code (Accenture Only)	Company	Offeror	Prime or Sub	Task Order 006			Project Total Est Hours	Plan Mar 05 Burdened Cost
								Sep 05 Lab Hrs	Oct 05 Lab Hrs	Nov 05 Lab Hrs		
								704	673		6506	

Totals By Company

Accenture
ANSS
Raytheon
SRA
Titan
B&A
STTAS

Total
Delta

704 673 6506

704 673 6506



Smart Border Alliance
Task Order 006 Project Plan

Sub-Task Name	Labor Category	Named Resource	Workforce	Bill Code (Accenture Only)	Company	Offeror	Prime or Sub	Apr 05 Burdened Cost	May 05 Burdened Cost	Jun 05 Burdened Cost	Jul 05 Burdened Cost
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		#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime		\$22,341	\$22,341	\$22,341
		#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime		\$14,661	\$14,661	\$14,661
		#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime		\$14,661	\$14,661	\$14,661
Total 1.6.3.3.1.9									\$51,663	\$51,663	\$51,663

		#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime				
		#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime				
		#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime				
		#6 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime				
Total 1.6.3.3.1.10											

		#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime				
		#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime				
		#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime				
		#6 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime				
Total 1.6.3.3.1.11											

Total Phase 2 Objective 2 (Business)									\$51,663	\$51,663	\$51,663
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TOTAL OBJECTIVE 2 (BUSINESS)									\$51,663	\$51,663	\$51,663
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Material

1.6.3.3.1.10	Materials				Accenture	Accenture	Prime				
TOTAL MATERIAL											

Other Direct Costs

1.6.3.3.1.9	Travel				Accenture	Accenture	Prime				
1.6.3.3.1.10	Travel				Accenture	Accenture	Prime				
TOTAL OTHER DIRECT COSTS (ODC)											



Smart Border Alliance
Task Order 006 Project Plan

Sub-Task Name	Labor Category	Named Resource	Workforce	Bill Code (Accenture Only)	Company	Offeror	Prime or Sub	Aug 05 Burdened Cost	Sep 05 Burdened Cost	Oct 05 Burdened Cost	Nov 05 Burdened Cost
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		#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime				
		#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime				
		#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime				
Total 1.6.3.3.1.9											

		#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime	\$23,357	\$22,341		
		#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$15,327	\$14,661		
		#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$15,327	\$14,661		
		#6 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$15,327	\$14,661		
Total 1.6.3.3.1.10								\$69,338	\$66,324		

		#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime				\$21,326
		#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime				\$13,994
		#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime				\$13,994
		#6 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime				\$14,078
Total 1.6.3.3.1.11										\$63,392	

Total Phase 2 - Objective 2 (Business)								\$69,338	\$66,324	\$63,392
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GRAND TOTAL (LABOR)								\$69,338	\$66,324	\$63,392
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Material											
1.6.3.3.1.10	Materials				Accenture	Accenture	Prime				
TOTAL MATERIAL											

TOTAL LABOR + MATERIAL								\$69,338	\$66,324	\$63,392
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Other Direct Costs											
1.6.3.3.1.9	Travel				Accenture	Accenture	Prime				
1.6.3.3.1.10	Travel				Accenture	Accenture	Prime				
TOTAL OTHER DIRECT COSTS (ODCs)											



Smart Border Alliance

Sub-Task Name	Labor Category	Named Resource	Workforce	Bill Code (Accenture Only)	Company	Offeror	Prime or Sub	Task Order 006 Project Plan			
								Aug 05 Burdened Cost	Sep 05 Burdened Cost	Oct 05 Burdened Cost	Nov 05 Burdened Cost

Totals By Company

- Accenture
- ANSS
- Raytheon
- SRA
- Titan
- B&A
- STTAS

- Total
- Delta

Accenture	\$69,338	\$66,324	\$63,392
ANSS			
Raytheon			
SRA			
Titan			
B&A			
STTAS			
Total	\$69,338	\$66,324	\$63,392
Delta			



Smart Border Alliance
Task Order 006 Project Plan

	Sub-Task Name	Labor Category	Named Resource	Workforce	Bill Code (Accenture Only)	Company	Offeror	Prime or Sub	Total Burdened Cost	Fixed Fee	Total CPFF
			#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime	\$67,023	\$6,702	\$73,725
			#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$43,983	\$4,398	\$48,381
			#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$43,983	\$4,398	\$48,381
	Total 1.6.3.3.1.9								\$154,989	\$15,498	\$170,487
			#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime	\$45,698	\$4,570	\$50,268
			#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$29,988	\$2,999	\$32,987
			#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$29,988	\$2,999	\$32,987
			#6 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$29,988	\$2,999	\$32,987
	Total 1.6.3.3.1.10								\$135,662	\$13,567	\$149,229
			#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime	\$21,326	\$2,133	\$23,459
			#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$13,994	\$1,399	\$15,393
			#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$13,994	\$1,399	\$15,393
			#6 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$14,078	\$1,408	\$15,486
	Total 1.6.3.3.1.11								\$63,392	\$6,339	\$69,731
	Total Phase 2 Objective 2 (Business)								\$44,043	\$5,404	\$49,447
	GRAND TOTAL LABOR								\$154,989	\$15,498	\$170,487
	Material										
1.6.3.3.1.10	Materials					Accenture	Accenture	Prime	\$200	\$20	\$220
	TOTAL MATERIAL								\$200	\$20	\$220
	TOTAL LABOR MATERIAL								\$154,989	\$15,498	\$170,487
	Other Direct Costs										
1.6.3.3.1.9	Travel					Accenture	Accenture	Prime	\$17,871		\$17,871
1.6.3.3.1.10	Travel					Accenture	Accenture	Prime	\$83,373		\$83,373
	TOTAL OTHER DIRECT COSTS (000)								\$101,244		\$101,244



Smart Border Alliance
Task Order 006 Project Plan

Sub-Task Name	Labor Category	Named Resource	Workforce	Bill Code (Accenture Only)	Company	Offeror	Prime or Sub	Total Burdened Cost	Fixed Fee	Total CPFF
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Totals By Company

Accenture								\$455,487	\$35,424	\$490,911
ANSS										
Raytheon										
SRA										
Titan										
B&A										
STTAS										
Total								\$455,487	\$35,424	\$490,911
Delta										



Smart Border Alliance
Task Order 006 Project Plan

Sub-Task Name	Labor Category	Named Resource	Workforce	Bill Code (Accenture Only)	Company	Offeror	Prime or Sub	Lookup Field	Mar 05 Cost Rate
	#3 - Level B - Business Process Engineering SME		FSD	62	Accenture	Accenture	Prime	FSD62	\$126.94
	#4 - Level C - Disaster Recovery Specialist		FSD	53	Accenture	Accenture	Prime	FSD53	\$83.30
	#5 - Level C - Disaster Recovery Specialist		FSD	53	Accenture	Accenture	Prime	FSD53	\$83.30
Total 1.6.3.3.1.9									
	#3 - Level B - Business Process Engineering SME		FSD	62	Accenture	Accenture	Prime	FSD62	\$126.94
	#4 - Level C - Disaster Recovery Specialist		FSD	53	Accenture	Accenture	Prime	FSD53	\$83.30
	#5 - Level C - Disaster Recovery Specialist		FSD	53	Accenture	Accenture	Prime	FSD53	\$83.30
	#6 - Level C - Disaster Recovery Specialist		FSD	53	Accenture	Accenture	Prime	FSD53	\$83.30
Total 1.6.3.3.1.10									
	#3 - Level B - Business Process Engineering SME		FSD	62	Accenture	Accenture	Prime	FSD62	\$126.94
	#4 - Level C - Disaster Recovery Specialist		FSD	53	Accenture	Accenture	Prime	FSD53	\$83.30
	#5 - Level C - Disaster Recovery Specialist		FSD	53	Accenture	Accenture	Prime	FSD53	\$83.30
	#6 - Level C - Disaster Recovery Specialist		FSD	53	Accenture	Accenture	Prime	FSD53	\$83.30
Total 1.6.3.3.1.11									
Total Phase 8 Objective 2 (Business)									

GRAND TOTAL

Material

1.6.3.3.1.10	Materials				Accenture	Accenture	Prime		
TOTAL MATERIAL									

TOTAL OTHER MATERIAL

Other Direct Costs

1.6.3.3.1.9	Travel				Accenture	Accenture	Prime		
1.6.3.3.1.10	Travel				Accenture	Accenture	Prime		
TOTAL OTHER DIRECT COSTS (000s)									



Smart Border Alliance
Task Order 006 Project Plan

	Sub-Task Name	Labor Category	Named Resource	Workforce	Bill Code (Accenture Only)	Company	Offeror	Prime or Sub	Lookup Field	Mar 05 Cost Rate
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TOTAL

Totals By Company

- Accenture
- ANSS
- Raytheon
- SRA
- Titan
- B&A
- STTAS

- Total
- Delta



Smart Border Alliance
Task Order 006 Project Plan

Sub-Task Name	Labor Category	Named Resource	Workforce	Bill Code (Accenture Only)	Company	Offeror	Prime or Sub	Apr 05 Cost Rate	May 05 Cost Rate	Jun 05 Cost Rate	Jul 05 Cost Rate
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		#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime	\$126.94	\$126.94	\$126.94	\$126.94
		#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$83.30	\$83.30	\$83.30	\$83.30
		#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$83.30	\$83.30	\$83.30	\$83.30
Total 1.6.3.3.1.9											

		#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime	\$126.94	\$126.94	\$126.94	\$126.94
		#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$83.30	\$83.30	\$83.30	\$83.30
		#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$83.30	\$83.30	\$83.30	\$83.30
		#6 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$83.30	\$83.30	\$83.30	\$83.30
Total 1.6.3.3.1.10											

		#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime	\$126.94	\$126.94	\$126.94	\$126.94
		#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$83.30	\$83.30	\$83.30	\$83.30
		#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$83.30	\$83.30	\$83.30	\$83.30
		#6 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$83.30	\$83.30	\$83.30	\$83.30
Total 1.6.3.3.1.11											

Material

Sub-Task Name	Materials	Company	Offeror	Prime or Sub	Apr 05 Cost Rate	May 05 Cost Rate	Jun 05 Cost Rate	Jul 05 Cost Rate
1.6.3.3.1.10		Accenture	Accenture	Prime				
TOTAL MATERIAL								

Other Direct Costs

Sub-Task Name	Travel	Company	Offeror	Prime or Sub	Apr 05 Cost Rate	May 05 Cost Rate	Jun 05 Cost Rate	Jul 05 Cost Rate
1.6.3.3.1.9		Accenture	Accenture	Prime				
1.6.3.3.1.10		Accenture	Accenture	Prime				
TOTAL OTHER DIRECT COST (10%)								



Smart Border Alliance
Task Order 006 Project Plan

	Sub-Task Name	Labor Category	Named Resource	Workforce	Bill Code (Accenture Only)	Company	Offeror	Prime or Sub	Apr 05 Cost Rate	May 05 Cost Rate	Jun 05 Cost Rate	Jul 05 Cost Rate

Totals By Company
 Accenture
 ANSS
 Raytheon
 SRA
 Titan
 B&A
 STTAS

 Total
 Delta



Smart Border Alliance
Task Order 006 Project Plan

Sub-Task Name	Labor Category	Named Resource	Workforce	Bill Code (Accenture Only)	Company	Offeror	Prime or Sub	Aug 05 Cost Rate	Sep 05 Cost Rate	Oct 05 Cost Rate	Nov 05 Cost Rate
		#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime	\$126.94	\$126.94	\$126.94	\$126.94
		#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$83.30	\$83.30	\$83.30	\$83.30
		#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$83.30	\$83.30	\$83.30	\$83.30
Total 1.6.3.3.1.9											
		#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime	\$126.94	\$126.94	\$126.94	\$126.94
		#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$83.30	\$83.30	\$83.30	\$83.30
		#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$83.30	\$83.30	\$83.30	\$83.30
		#6 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$83.30	\$83.30	\$83.30	\$83.30
Total 1.6.3.3.1.10											
		#3 - Level B - Business Process Engineering SME	FSD	62	Accenture	Accenture	Prime	\$126.94	\$126.94	\$126.94	\$126.94
		#4 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$83.30	\$83.30	\$83.30	\$83.30
		#5 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$83.30	\$83.30	\$83.30	\$83.30
		#6 - Level C - Disaster Recovery Specialist	FSD	53	Accenture	Accenture	Prime	\$83.30	\$83.30	\$83.30	\$83.30
Total 1.6.3.3.1.11											
Total 1.6.3.3 Objective 3 (Business)											

1.6.3.3.3.3.3

Material

1.6.3.3.1.10	Materials				Accenture	Accenture	Prime				
TOTAL MATERIAL											

1.6.3.3.3.3.3

Other Direct Costs

1.6.3.3.1.9	Travel				Accenture	Accenture	Prime				
1.6.3.3.1.10	Travel				Accenture	Accenture	Prime				
TOTAL OTHER DIRECT COST (000)											



Smart Border Alliance

Task Order 006 Project Plan

Sub-Task Name	Labor Category	Named Resource	Workforce	Bill Code (Accenture Only)	Company	Offeror	Prime or Sub	Aug 05 Cost Rate	Sep 05 Cost Rate	Oct 05 Cost Rate	Nov 05 Cost Rate

Totals By Company

- Accenture
- ANSS
- Raytheon
- SRA
- Titan
- B&A
- STTAS

- Total
- Delta

Bill of Materials
WBS Element
WBS Description

1.6.3.3.1.10
 BUSINESS PROCESS - Conduct Phase 1 Evaluation

ITEM	PART NUMBER	VENDOR	QUANTITY	UNIT PRICE	TOTAL PRICE	COMMENTS
Stopwatch		Office Depot	5	\$15.00	\$75	
128MB USB Removeable Disk Drive		Best Buy	1	\$50.00	\$50	
Clipboard		Office Depot	5	\$5.00	\$25	
Tally Counters		Office Depot	5	\$10.00	\$50	
ROM TOTALS					\$200	

Accenture Travel Detail

Element #	WBS Element Name	City	# of People	# of Days	# of Nights	Airfare Mileage	Total Airfare	Hotel	Total Hotel	Per Diem	Total Per Diem	Car Rental	Total Car Rental	Mis Exp	Total Mis Exp	Total Per Trip	# of Trips	Total	Justification of Travel
3.1.9	Plan Phase 1 Evaluation	Mariposa, AZ (Nogales East & West)	3	8	7	1,142	3426	\$93	1953	35	840	45	1090	50	150	7449	1	\$ 7,449	Travel is needed to collect baseline data for the PoC evaluation.
3.1.9	Plan Phase 1 Evaluation	Alexandria, NY	3	5	4	219	657	\$78	936	35	525	45	675	50	150	2943	1	\$ 2,943	Travel is needed to collect baseline data for the PoC evaluation.
3.1.9	Plan Phase 1 Evaluation	Peece Arch + Pacific Bridge (WA)	3	7	6	941	2823	\$157	2826	35	735	45	945	50	150	7479	1	\$ 7,479	Travel is needed to collect baseline data for the PoC evaluation.
3.1.1i	Conduct Phase 1 Evaluation	Mariposa, AZ (Nogales East & West)	3	15	14	1,142	3426	\$93	3906	35	1575	45	2025	50	150	11062	3	\$ 33,246	Travel is needed to collect data for the PoC evaluation.
3.1.1i	Conduct Phase 1 Evaluation	Alexandria, NY	3	10	9	219	657	\$78	2106	35	1050	45	1350	50	150	5313	2	\$ 10,626	Travel is needed to collect data for the PoC evaluation.
3.1.1i	Conduct Phase 1 Evaluation	Peece Arch + Pacific Bridge (WA)	3	15	14	941	2823	\$157	6594	35	1575	45	2025	50	150	13167	3	\$ 30,501	Travel is needed to collect data for the PoC evaluation.
\$ 101,244																			

Resources will leverage all existing sources of information including site surveys, facilities information, notes from prior visits, etc. Additionally, all trips shall be worked in conjunction with other US-VISIT site visits as appropriate. Travel estimates include both Teaming Partners and Subs. Separate travel estimates will not be submitted by the teaming partners.





Accenture LLP
DCAA Forward Pricing Rates
(Supplemental Data Rates - dated
FEDERAL SOLUTIONS (FS) DIRE

Category	FS OH 32.94%	FS G&A 21.89%	Cost Rate
Partners	\$232.21	\$105.52	\$587.58
Partners	\$196.53	\$89.31	\$497.30
Partners	\$138.69	\$63.03	\$350.95
Associate Partners	\$193.68	\$88.01	\$490.08
Associate Partners	\$170.63	\$77.54	\$431.76
Associate Partners	\$142.65	\$64.83	\$360.97
Associate Partners	\$130.66	\$59.38	\$330.63
Associate Partners	\$119.31	\$54.22	\$301.90
Associate Partners	\$108.59	\$49.35	\$274.78
Managers	\$118.63	\$53.91	\$300.18
Managers	\$92.13	\$41.87	\$233.13
Managers	\$78.90	\$35.85	\$199.64
Managers	\$87.84	\$39.92	\$222.27
Managers	\$79.87	\$36.30	\$202.11
Managers	\$76.80	\$34.90	\$194.33
Managers	\$73.13	\$33.23	\$185.04
Managers	\$68.23	\$31.00	\$172.64
Managers	\$62.40	\$28.36	\$157.90
Managers	\$55.97	\$25.43	\$141.62
Consultants	\$53.82	\$24.46	\$136.19
Consultants	\$46.71	\$21.23	\$118.20
Consultants	\$40.56	\$18.43	\$102.63
Consultants	\$37.63	\$17.10	\$95.22
Consultants	\$35.87	\$16.30	\$90.77
Consultants	\$32.36	\$14.71	\$81.89
Analysts	\$39.39	\$17.90	\$99.67
Analysts	\$34.99	\$15.90	\$88.54
Analysts	\$33.24	\$15.10	\$84.10
Analysts	\$31.19	\$14.17	\$78.92
Analysts	\$29.43	\$13.37	\$74.47
Analysts	\$32.86	\$14.93	\$83.15
Assistant	\$25.88	\$11.76	\$65.49
Senior Manager	\$96.53	\$43.87	\$244.26
Contract Financial Mgmt AP	\$147.07	\$66.83	\$372.14
Contract Financial Mgmt Mgrs	\$78.93	\$35.87	\$199.73
Contract Financial Mgmt Mgrs	\$77.04	\$35.01	\$194.94
Contract Financial Mgmt Mgrs	\$59.69	\$27.12	\$151.03
Contract Financial Mgmt Mgrs	\$53.78	\$24.44	\$136.09
Contract Financial Mgmt Consults	\$40.27	\$18.30	\$101.90



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Contract Financial Mgmt Analysts	\$33.99	\$15.45	\$86.01
Contract Financial Mgmt Analysts	\$30.36	\$13.80	\$76.83

Accenture LLP
DCAA Forward Pricing Rates
(Supplemental Data Rates - dated
FEDERAL SOLUTIONS DELIVERY)

Category	FSD OH	FSD G&A	Cost Rate
	4.21%	4.50%	
Partner	\$160.43	\$18.46	\$428.74
Partner	\$135.78	\$15.63	\$362.87
Partner	\$95.82	\$11.03	\$256.08
Associate Partners	\$133.81	\$15.40	\$357.60
Associate Partners	\$121.81	\$14.02	\$325.54
Associate Partners	\$102.26	\$11.77	\$273.29
Associate Partners	\$91.58	\$10.54	\$244.74
Associate Partners	\$82.43	\$9.49	\$220.29
Associate Partners	\$75.02	\$8.63	\$200.49
Managers	\$87.65	\$10.09	\$234.25
Managers	\$71.53	\$8.23	\$191.16
Managers	\$59.98	\$6.90	\$160.30
Managers	\$66.29	\$7.63	\$177.16
Managers	\$59.52	\$6.85	\$159.06
Managers	\$56.77	\$6.53	\$151.71
Managers	\$53.38	\$6.14	\$142.65
Managers	\$49.36	\$5.68	\$131.91
Managers	\$46.82	\$5.39	\$125.12
Managers	\$41.74	\$4.80	\$111.54
Consultants	\$42.77	\$4.92	\$114.30
Consultants	\$35.10	\$4.04	\$93.81
Consultants	\$32.39	\$3.73	\$86.56
Consultants	\$30.94	\$3.56	\$82.68
Consultants	\$28.43	\$3.27	\$75.97
Consultants	\$25.93	\$2.98	\$69.29
Analysts	\$32.18	\$3.70	\$86.00
Analysts	\$27.59	\$3.18	\$73.74
Analysts	\$26.14	\$3.01	\$69.86
Analysts	\$21.34	\$2.46	\$57.04
Analysts	\$18.42	\$2.12	\$49.23



Attachment B Assumptions for Phase 2

This document provides the assumptions associated with Task Order 006 Increment 2C POC, Phase 2 Objective 2. Comprehensive estimating details are not outlined specifically within these assumptions. Estimating details (e.g. factors, number of components, number of sites, etc.) can be found within the appropriate Basis of Estimate (BOE) and can be provided upon request. Additional assumptions, constraints and guidelines can be found in the 2C Technical and Application Architecture Specifications submitted during Increment 2C POC, Objective 1.

General

1. A list of tasks, associated milestones, and timelines are provided in the Integrated Master Schedule in Attachment D and are critical to achieving delivery in July 31, 2005 (Phase 1) and March 31, 2006 (Phase 2). SBA is one of several organizations with a critical role in 2C and interdependencies on other groups (specific roles are outlined in Table B-1). US-VISIT will be serving as the overall Integrator for this phase of work and responsible for coordinating dependencies and ensuring task/milestone completion across all groups. SBA will work closely to support US-VISIT implementation management in helping manage the overall schedule and understanding impacts if/when key items shift..
2. SBA labor and cost estimates are based upon currently approved scope of work, as described in the Executive Briefing delivered to Under Secretary Hutchison on January 4, 2005, at the five Ports of Entry (POEs). Changes to this approved scope are processed through the formal US-VISIT and SBA change control processes.
3. An accelerated Government review cycle that is shorter than 15 business days may be required for certain work products and deliverables. Specific deliverable review due dates can be found in Section 7 of this proposal. SBA team leads will work with US-VISIT official representatives to determine appropriate interim reviews.
4. Work Products delivered during a previous phase that are Deliverables during Phase 1, Objective 3 or Phase 2, Objective 2, may have shorter Government review times due allotted since previous versions have been viewed by US-VISIT personnel.
5. To support the Mission Capability Impact Assessment, SBA must review existing documentation related to business process and organizational assessments previously conducted by US-VISIT, in order to properly develop the Business Process and Organizational recommendations and SOP Guidance.
6. The US-VISIT Office of Implementation Management provides ultimate guidance and holds final decision-making authority to guide SBA, in the event of conflicting direction from multiple US-VISIT offices.
7. To fairly assess vendor alternatives for National Deployment, SBA will support an acquisition process to support vendor recommendation prior to the March 2006 POC. The acquisition task timing requirements are depicted in the IMS. (Only applies to Phase 2)
8. Estimates provided for the execution environment (hosting center + POEs) is to be considered at this time to be a rough-order-of-magnitude estimate. Refined numbers will be provided to USV-IT for approval prior to purchase. Additionally, BOM estimates may be refined (and approved) prior to purchase.
9. Incremental Task Order Control/PMO work effort is not included in this cost estimate. It is assumed any incremental work effort will be covered by Task Order 1 (TO 001) or an appropriate task order modification will be pursued.



10. Core work effort associated with build-out and set-up of the SBA Service Oriented Architecture (SOA) is assumed to be covered under Task Order 4 (TO 004).
11. SBA is not acquiring hardware (workstations, servers, etc...) for the POEs. It is assumed that CBP-OIT is responsible for those purchases.
12. SBA Increment 2C resources will utilize SBA facilities located at Rosslyn, VA funded under TO 001. Any additional space requirements are not covered in this task order, and if required will be priced within the appropriate Increment Task Order, or modifications to this task order.
13. Accenture's direct labor and indirect rates are based on our Forward Pricing Submission of October 2004.
14. Accenture periodically enters into Alliance Agreements or similar strategic partnering arrangements with information technology vendors. These arrangements enable Accenture to offer its customer's enhanced service and technology options. To the extent Accenture has any such arrangements with suppliers of products to be examined and/or recommended pursuant to the Task Order, Accenture will disclose and provide a conflict mitigation plan if required.
15. The project will leverage the current Increment 2B architecture platforms and/or the platform that results from the ongoing TO4 SOA evaluation.
16. For SBA team members who have not obtained full clearance who require site travel, a temporary solution (such as permitting escorted visits) will be allowed. SBA will provide completed security paperwork in a timely manner.
17. SBA makes acquisitions under a process agreed to by US-VISIT. A program-wide Acquisition Plan is being developed.
18. US-VISIT is responsible for procurement of IV&V hardware and software.
19. SBA establishes logical partitions of application and data components on testing environment infrastructure as necessary.
20. SBA assumes government resources required in accordance in Section 3.1 will be provided in a timely manner. Failure to provide these items in a timely manner may impact schedule and/or cost.
21. SBA will work with US-VISIT to support the overall Acquisition process. SBA will gather requirements, apply US-VISIT selection criteria and issue the RFI. Additionally, SBA will evaluate vendor equipment, run tests, and recommend a final selection for US-VISIT to approve.



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Office	Area	US-VISIT	SBA	other
Chief Strategy	Privacy	Primary	-	-
Mission Operations	Business Process / Change Control	Primary	Support	Support (CBP-OIT)
	Internal / Workforce Communications	Primary	-	-
Increment Management	Integration / TO Management	Primary	Support	-
Information Technology	DDT	-	Primary	Support (CBP-OIT)
	RFID	-	Primary	-
	Simulated POE	Primary	Support	-
Facilities	Facility Planning, Design & Construction	Primary	-	-
	Environmental and Cultural Resources	Primary	-	-
Outreach	External / Public Communications	Primary	-	-

Table B-1: Program Areas – Phase 2 Roles and Responsibilities



Office	Area	Dependency	Date Needed	Needed For
Mission Operations	Business Process / Change Control	US-VISIT completes Organization Impact Assessment	07/31/05	Used for process design and training requirements
Increment Management	Integration / TO Management	US-VISIT produces integrated schedule for all parties and tracks status on key milestones and dependencies.	By Task Order Award	To allow all parties to understand key activities, checkpoints, milestones and dependencies each is responsible for
Information Technology	DDT		<p>Completion of Program Architecture Design and establishment of SOA Architecture by 7/1/05</p> <p>US-VISIT approval of functional requirements by 7/5/05</p> <p>Timely completion of ADIS, IDENT and CBP design activities by non-SBA development teams</p> <p>US-VISIT approval of preliminary design at 8/15/05 PDR</p> <p>US-VISIT approval of final design at 9/23/05 CDR</p> <p>Delivery of SOA SV by 9/30/05</p>	To develop and test the application and deploy by 7/31/05

Table B-2: Phase 2 Dependencies



Attachment C Work Breakdown Structure (WBS) and Dictionary for Phase 2

WBS Dictionary Phase 2 Objective 2

	Name	Description
1.6.4	POC PHASE 2, OBJECTIVE 2	Increment 2C Proof-of-Concept Phase 2 Objective 2
1.6.4.1	TASK ORDER CONTROL	Task Order Control refers to the activities required to support the execution of the task order which includes cost and scheduling reporting, earned value/performance measurement, and support for the Integrated Baseline Review (IBR).
1.6.4.2	TASK ORDER MANAGEMENT	This activity refers to the day-to-day management of the task order team and the communication of status and results.
1.6.4.3	BUSINESS CAPABILITY	This activity refers to business process design activities and standard operating procedure updates associated with deploying the solution.
		This activity involves supporting personnel from CBP and the US-VISIT Office of Mission Operations to identify the Increment 2C related business processes and determine the impact Increment 2C will have on the processes and operations. SBA works closely with CBP and US-VISIT to review documentation describing existing processes, business rules, regulatory requirements and organizational roles and responsibilities, and provide an analysis of the impact in the Increment 2C POC Mission Capability Impact Assessment.
		SBA also supports personnel from the US-VISIT Offices of Mission Operations to develop guidance for the modified business policies and procedures, including US-VISIT Standard Operating Procedures (SOP) to be used at the POEs. SBA provides input to guidance memorandums or other documentation to be issued from the US-VISIT Office of Mission Operations to CBP.
1.6.4.3.1	MISSION CAPABILITY READINESS SUPPORT	In addition, SBA monitors and updates key Increment 2C POC Phase 2 documents as they are approved through the formal US-VISIT and SBA change control process.
1.6.4.3.1.1	IMPACT ASSESSMENT	This element involves beginning the Increment 2C POC Phase 1 Mission Capability Impact Assessment. This activity also involves SBA supporting personnel from CBP and the US-VISIT Office of Mission Operations to develop documentation which describes the impacts to existing processes, business rules, regulatory requirements, and organizational roles and responsibilities.
1.6.4.3.1.2	BUSINESS RULES AND SOP GUIDANCE	This element involves SBA supporting personnel from the US-VISIT Office of Mission Operations to develop guidance for the modified business policies and procedures, including US-VISIT Standard Operating Procedures (SOPs) to be used at the POEs. In this activity, SBA provides input to guidance memorandums or other documentation to be issued from the US-VISIT Office of Mission Operations to CBP.
1.6.4.3.1.3	BUSINESS CHANGE SUPPORT	This element includes SBA performing updates to key Increment 2C POC - Phase 2 documentation, including the POC Phase 2 Concept of Operations and POC Phase 2 Business Requirements Document. As the scope has already been defined, approved, and baselined, changes occur via a change control process. This effort also involves monitoring documents and tracking updates to key baselined artifacts.
1.6.4.3.1.4	REQUIREMENTS SUPPORT	This element includes all necessary task required for US-VISIT and CBP to prioritize the Increment 2C POC Phase 2 Business Requirements.
1.6.4.3.1.5	PRIVACY	This element involves the tasks necessary for US-VISIT to conduct the Privacy Impact Assessment for the Increment 2C POC Phase 2.
1.6.4.3.1.6	TRAINING PREPARATION	*To be included in for Phase 2 Objective3.
1.6.4.3.1.7	COMMUNICATIONS DEVELOPMENT	This element includes the tasks necessary for CBP and US-VISIT to develop internal and external communication plans for the Increment 2C POC Phase 2.
1.6.4.3.1.8	COMMUNICATIONS DELIVERY	This element includes the tasks necessary for CBP and US-VISIT to deliver internal and external communication plans for the Increment 2C POC Phase 2.
1.6.4.4	IT	This activity refers to IT activities associated with deploying the solution.



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	Name	Description
1.6.4.4.1	SYSTEM DESIGN	Tasks included in this element include those necessary for the design of functional and technical aspects of Phase 2.
1.6.4.4.1.1	SOLUTION ARCHITECTURE PRELIMINARY DESIGN	This element refers to activities necessary to develop the conceptual design of the Increment 2C solution incorporating the additional Phase 2 operational capabilities: <ul style="list-style-type: none"> ▪ Create Solution Architecture ▪ Update System Development Plan ▪ Update System CONOPS ▪ Update and create additional Develop Use Cases
1.6.4.4.1.2	FUNCTIONAL REQUIREMENTS	This element refers to activities necessary to prepare the Functional Requirements Document (FRD) incorporating the additional Phase 2 operational capabilities and conduct a milestone Functional Requirements Review (FRR). The purpose of FRR is to validate functional requirements and verify that all items necessary for detailed design are in place.
1.6.4.4.1.3	ARCHITECTURE DESIGN	This element refers to the activities necessary to update the existing technical architecture designs for Phase 2: <ul style="list-style-type: none"> ▪ Update Security Architecture design ▪ Update Application Software Services Architecture design ▪ Update Integration (Communications) Architecture Design ▪ Update POC File and Database Architecture Design ▪ Update Technology Standards and Patterns ▪ Maintain, review and enforce standards with respect to guidance from the DHS Enterprise Architecture, Centers of Excellence, and other relevant groups
1.6.4.4.1.4	RFID DESIGN	This element refers to the activities necessary to update the existing RFID architecture designs for Phase 2: <ul style="list-style-type: none"> ▪ Update RFID Equipment Architecture designs, including antenna and reader structures, mounts, and equipment enclosure ▪ Update the designs for computing and software architecture and COTS (RFID middleware) necessary to process RFID data generated from the RFID collection equipment ▪ Update the RFID Equipment Architecture designs for each POE
1.6.4.4.1.5	FUNCTIONAL DESIGN	This element refers to activities required to update the existing functional designs for Phase 2: <ul style="list-style-type: none"> ▪ Prepare and conduct the Preliminary Design Review (PDR) ▪ Update system interface design ▪ Update the reporting capability designs ▪ Update user interface design
1.6.4.4.1.6	TEST PLANNING	This element refers to the activities necessary to define the objectives, system requirements, test entry/exit criteria, schedule and test scenarios for Phase 2 testing effort: <ul style="list-style-type: none"> ▪ Create System Test Plan ▪ Create Integration Test Plan ▪ Create System Test Cases ▪ Create Integration Test Cases
1.6.4.4.1.7	CONDUCT CDR	This element refers to the activities necessary to prepare and conduct the milestone Critical Design Review (CDR). The purpose of CDR is to determine if it is feasible to commence with development activities for software applications.
1.6.4.4.2	SIMULATED POE - HARPER'S FERRY	Tasks included describe the activities required to build out RFID tracking and collection infrastructure and computing resources within a new shared, simulated POE, specifically to test the RFID Issuance and Pedestrian Entry/Exit operational processes and procedures.
1.6.4.4.2.1	DESIGN RF CONFIGURATION	This element refers to the activities necessary to design RFID architecture for Harper's Ferry simulated POE: <ul style="list-style-type: none"> ▪ Design RFID Equipment Architecture, including antenna and reader structures, mounts, and equipment enclosure ▪ Design the computing and software architecture and COTS (RFID middleware) necessary to process RFID data generated from the RFID collection equipment



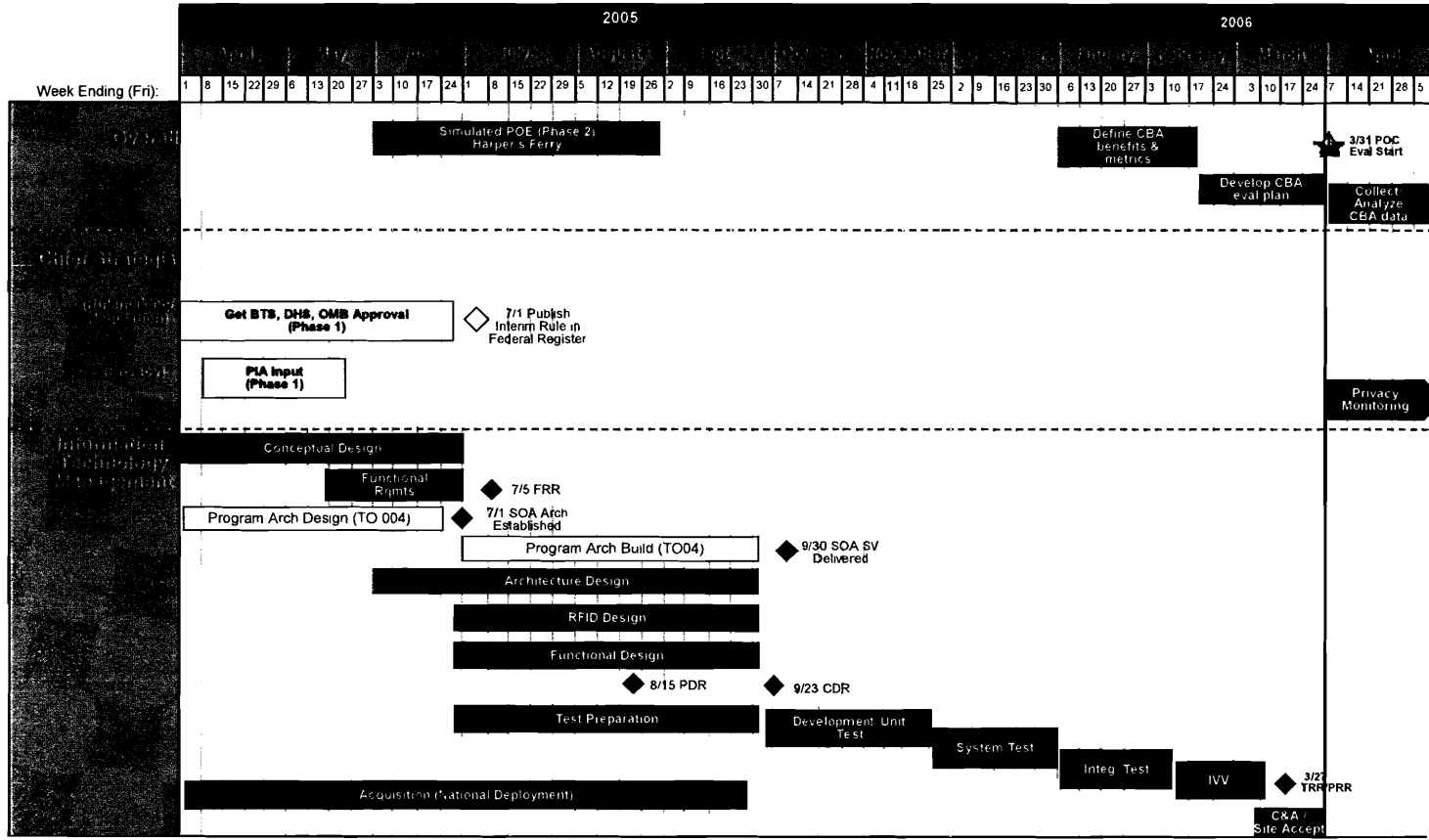
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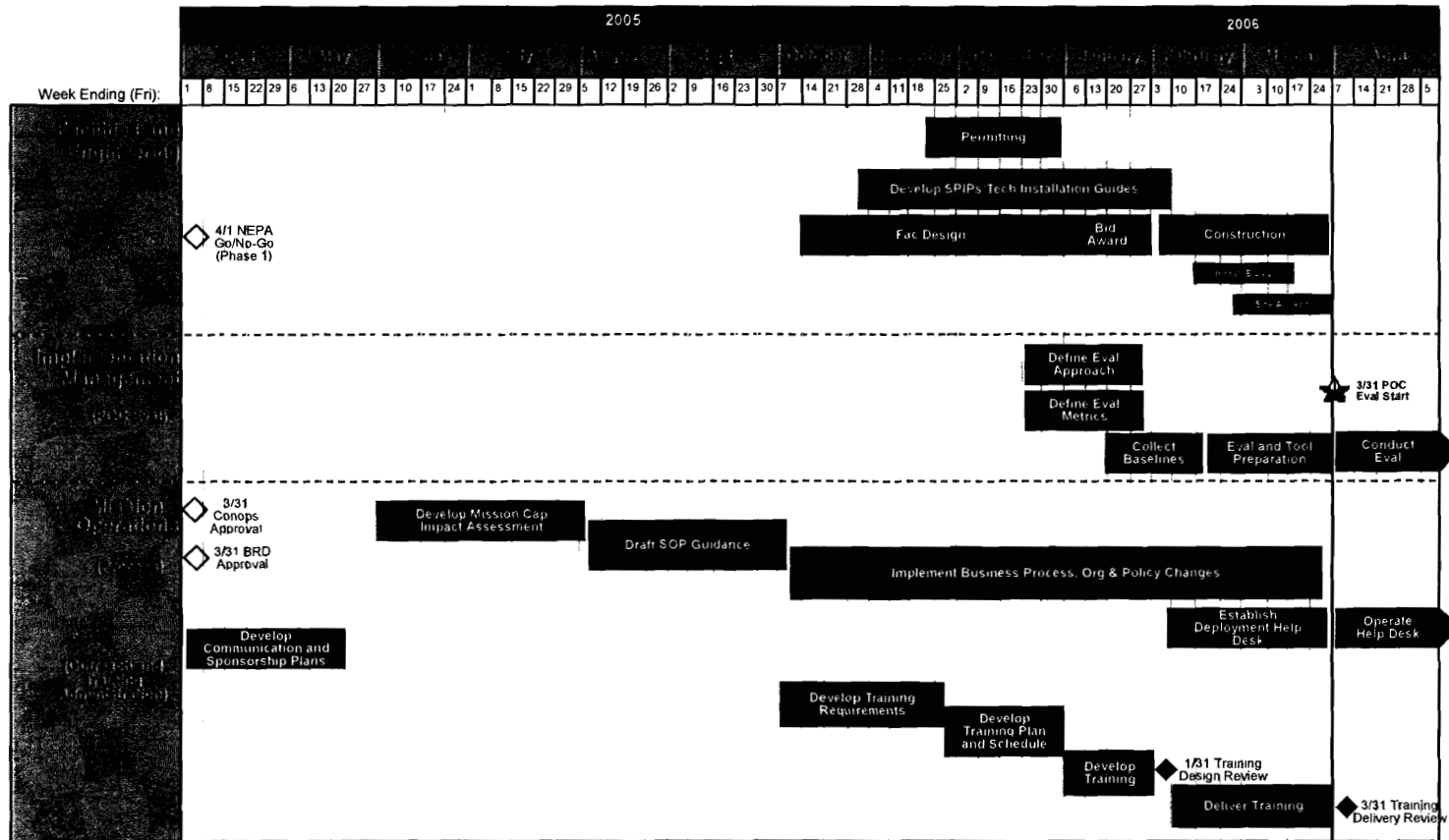
	Name	Description
1.6.4.4.2.2	INSTALL RF EQUIPMENT	This element refers to the activities necessary to build out the simulated POE at the Harpers Ferry facility. Included in these activities are procurement and installation of RFID equipment.
1.6.4.4.3	OPERATIONS ENVIRONMENT	Tasks included in this element are efforts associated with supporting and configuring the operations environment for the Increment 2C Phase 2 solution.
1.6.4.4.3.1	CONFIGURATION MANAGEMENT	This element refers to the execution of configuration management activities as described in the configuration management plan.
1.6.4.4.4	ACQUISITION - NATIONAL DEPLOYMENT	Tasks included refer to the acquisition of those materials and services necessary to enable the technical architecture and system development effort for the National Deployment.
1.6.4.4.4.1	DEVELOP ACQUISITION PROCESS	This element refers to the activities necessary to develop and document the acquisition process for National Deployment.
1.6.4.4.4.2	APPROVE ACQUISITION PROCESS	This element refers to obtaining all necessary approvals for the acquisition process for National Deployment.
1.6.4.4.4.3	RFID HARDWARE RFI FOR NATIONAL DEPLOYMENT	This element refers to activities necessary to prepare an RFI for RFID hardware acquisition for National Deployment.
1.6.4.4.4.4	CONDUCT RFID HARDWARE EVALUATION & VENDOR RECOMMENDATION	This element refers to activities necessary to evaluate the RFID hardware and select RFID vendor for National Deployment.
1.6.4.4.4.5	RFID SOFTWARE RFI FOR NATIONAL DEPLOYMENT	This element refers to activities necessary to prepare an RFI for RFID software acquisition for National Deployment.
1.6.4.4.4.6	CONDUCT RFID SOFTWARE EVALUATION & VENDOR RECOMMENDATION	This element refers to activities necessary to evaluate the RFID software and select RFID vendor for National Deployment.
1.6.4.5	OTHER MILESTONES	Tasks included in this element are activities for meeting Phase 2 milestones.
1.6.4.5.1	NEPA Go/No-Go Checkpoint (Phase 1)	This element refers to the activities necessary to prepare and conduct the milestone NEPA Go/No-Go Checkpoint (Phase 1).
1.6.4.5.2	SOA Technical Architecture Established (TO 004)	This element refers to the activities necessary to prepare and conduct the milestone SOA Technical Architecture Established (TO 004).
1.6.4.5.3	SOA SV Delivered (TO 004)	This element refers to the activities necessary to prepare and conduct the milestone SOA SV Delivered (TO 004).

Table C-1: WBS Dictionary for Phase 2



Attachment D: Schedule for Phase 2







Attachment F: Option – Acquisition – Full Capability/National Deployment

As a part of the Proof of Concept US-VISIT has requested that a formal acquisition process be followed for acquiring the RF equipment for National Deployment. Additionally, it was desired that the acquisition timeline accommodate a replacement and deployment of equipment in the March POC timeframe. This timing would allow the mutual benefit of conducting the POC as well as testing the selected equipment in an operational environment prior to National Deployment/rollout . Working with US-VISIT, SBA creates a Request for Information (RFI) that contains the US-VISIT requirements for the long term RFID hardware solution to be distributed to the radio frequency industry. In addition, SBA creates a RFI for the RFID software acquisition for National Deployment.

US-VISIT requested SBA include the acquisition activities as an exercisable option of this project plan. US-VISIT will determine at a later point in time which team is responsible for this task and will potentially add this scope of work to the SBA task order modification.

This Attachment F outlines the Acquisition – National Deployment sub-task.

1.0 Activities

The following detailed steps highlight the key tasks:

Develop and Approve Acquisition Process

The development and approval of the acquisition process includes the activities necessary to develop and document the process for solicitation and procurement of RFID hardware and software for National Deployment.

RFID Hardware RFI for National Deployment

SBA gathers the US-VISIT requirements and selection criteria and creates a RFI for the long term RFID solution. Once approved, the RFI is released to industry. SBA evaluates the responses from the various vendors and down selects to two vendors for further evaluation and testing.

Conduct RFID Hardware Evaluation & Selection

Using the Raytheon Test Lane, SBA creates generic test scenarios to test and evaluate each selected vendor's equipment. Based on the results of this testing and the predefined criteria, SBA recommends a vendor to provide the RFID equipment for National Deployment.

RFID Software RFI For National Deployment

SBA gathers the US-VISIT requirements and selection criteria and creates an RFI for the long term RFID solution. Once approved, the RFI is released to industry. SBA evaluates the responses from the various vendors and down selects to two vendors for further evaluation and testing.



Conduct RFID Software Evaluation & Vendor Selection

Using the RF Vendor Test Lab, SBA creates generic test scenarios to test and evaluate each selected vendor's RFID software. Based on the results of this testing and the predefined criteria, SBA recommends a vendor to provide the RF software for National Deployment.

1.1 SBA Team Roles and Responsibilities

Table F-1 provides the team responsibilities for this optional activity.

Team	Roles and Responsibilities, Work Products / Deliverables
National Deployment Acquisition / RFI (RF)	<p><u>Roles / Responsibilities:</u> Develop acquisition process for National Deployment; prepare RFIs for hardware and software acquisition; conduct the RFID software and hardware evaluation and vendor selection for National Deployment.</p> <p><u>Work Products / Deliverables / Milestones:</u></p> <ul style="list-style-type: none"> • D: RFID Hardware Evaluation and Vendor Selection Report • D: RFID Software Evaluation and Vendor Selection Report

Table F-1 Roles and Responsibilities – Acquisition Option

2.0 Deliverables and Acceptance Criteria – Phase 2

2.1 Deliverables and Delivery Schedule

The deliverables scheduled for this Option of Task Order 006 are described in Table F-2. The Type column describes the format in which the deliverable is submitted (MSWord document, MS PowerPoint presentation, MS Excel worksheet, or To Be Determined). The Status column indicates whether it is an original document, an update of an existing document, or created from a template. The Draft Due Date column indicates when the deliverable is submitted as a draft for comments. The Government Comment Due Date column indicates when government comments on the draft deliverable are due. The Final Due Date column indicates when the deliverable is submitted as a final document.

WBS No.	Deliverable	Type	Format	Status	Draft Due Date	Govt Comments Due Date	Final Due Date
1.6.4.4.4.4	RFID Hardware Evaluation and Vendor Selection Report	D	WRD	O	9/9/2005	9/21/2005	9/30/2005
1.6.4.4.4.6	RFID Software Evaluation and Vendor Selection Report	D	WRD	O	9/9/2005	9/21/2005	9/30/2005
Key	D=Deliverable O=Original TBD=To Be Determined U=Updated				UAR=Updated as Required WRD=MS Word Document WP=Work Product XLS=MS Excel		

Table F-2 Deliverables and Dates for Acquisition Option



Financial Summary

SBA Estimated Costs	
Phase 1 Objective 3 Build/Test/POC	\$10,244,000
Phase 1 Evaluation "Option"	\$491,000
Phase 2 Objective 2 Full Capability Design	\$2,636,000
Phase 2 Acquisition "Option"	\$1,231,000
SBA Sub-Total	\$14,602,000



IT Cost Clarification

To provide additional clarification around where various IT components are funded, this additional table is provided to show the relationship between items in Task Order (System Engineering) and Task Order 006 (Increment 2). Specific \$ amounts can be found in the respective BOMs.

Team	Task Order 4 - SEIT	Task Order 6 - Increment 2C
Ashburn Data Center	<ul style="list-style-type: none"> ▪ Building the DHS shared infrastructure, and the network. ▪ The connectivity to the DCN and to 1525 Wilson from Ashburn ▪ Architecting the DHS share storage and back-up system which will be utilized across increments ▪ Reoccurring Ashburn hosting fees (Rental Rack Fee, Storage and Back-up (/Gb)) for DHS shared components only not increment specific. 	<ul style="list-style-type: none"> ▪ All Servers (From 2C BOM) ▪ Connections/Peripherals for shared storage (HBA) ▪ Software that handles the connection to the shared storage (Veritas) ▪ All production software (Oracle, MQ) ▪ Operational SW (agents, probes for 2C operations/performance) ▪ Recurring network service fees (each increment pays into DHS pool) ▪ Managed services (back up, support, production control) ▪ Connections/Peripherals for shared storage (HBA) ▪ Tape backup and Tapes
Reston Accenture Govt Center	<ul style="list-style-type: none"> ▪ Backup of M: Drive 	<ul style="list-style-type: none"> ▪ Leased Sun Machines ▪ Anchor COTS software (Oracle, MQ) ▪ AGC ODC for setup and maintenance ▪ Tape backup and Tapes
Rosslyn – Increment 2C Development	<ul style="list-style-type: none"> ▪ Shared storage M: drive ▪ Connectivity to CBP 	<ul style="list-style-type: none"> ▪ All Servers (POE server) ▪ Production software (Oracle, MQ) ▪ Connections/Peripherals for shared storage (HBA) ▪ Developer workstations ▪ Development software (Golden) ▪ ODC for setup and maintenance ▪ Tech support for Dev / test ▪ Development tools/ licenses