

Response for:



**United States Visitor and Immigrant  
Status Indicator Technology  
(US-VISIT) Program  
Prime Contractor Acquisition  
Volume 2, Cost/Price, Book 1**

January 22, 2004

Submitted to:

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

**>  
accenture**

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Submitted by:

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In Response to Solicitation No.

**HSSCHQ-04-R-0096**

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

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<i>RFP Requirement</i>	<i>Compliance Item</i>	<i>Proposal Location</i>
B.3.1.1	The Offeror shall separately propose its estimated cost for Task Order 001	6,1
B.3.1.1	The Offeror shall separately propose its estimated travel and ODCs for Task Order 001	Atch F
B.3.1.1	The Offeror shall separately propose its estimated program management cost and its estimated travel and ODCs for Task Order 002	6.2
B.3.1.2	The Offeror must separately propose award fee percentages/pool for Task Orders 001 and 002	6.1.5.10 6.2.5.10
B.3.1.5	The Offeror should propose a payment arrangement that is based upon either (1) a single payment on final acceptance of a deliverable or (2) completion and acceptance of clearly measurable, discrete milestones, by submitting SLINS, each linked directly to a milestone or deliverable	6.2.5.14
L.13	Each cost/price proposal shall include supporting information cross-referenced to allow traceability/reconciliation to Volumes 3 and 4 of the Offerors proposal	Atch E
L.13	All subcontractors (except commercial subcontractors) are required to submit a pricing volume supporting the subcontractor prices in the Offerors proposal	6.1.5.6 6.2.5.6
L.13	Each subcontractor shall provide its sealed cost/price package to the Offeror for inclusion in the Cost/Price proposal; the Offeror shall submit these sealed packages to the Government as part of its Cost/Price proposal	N/A
L.13	The Cost/Price volume shall be organized as follows: Task Order 001-US-VISIT Program-Level Management, Engineering, and Architecture	Atch A1
L.13	Part 1-Total Price	6.1.1
L.13	Part 2-Price by CLIN	6.1.2
L.13	Part 3-Price by WBS	6.1.3
L.13	Part 4-Basis of Estimate by WBS	6.1.4
L.13	Part 5-Supporting Information	6.1.5
L.13	The Cost/Price volume shall be organized as follows: Task Order 002-US-VISIT Increment 2B Implementation	Atch A2
L.13	Part 1-Total Price	6.2.1
L.13	Part 2-Price by CLIN	6.2.2
L.13	Part 3-Price by WBS	6.2.3
L.13	Part 4-Basis of Estimate by WBS	6.2.4
L.13	The Offeror and applicable subcontractors shall provide Forward Pricing Rate Agreements, bidding rates, or their equivalents, as part of the Cost/Price volume	6.1.5.1 6.2.5.1
L.13.1	The Offerors Task Order proposals shall be priced and issued in accordance with Section H-Special Contract Requirements (Section H.2)	N/A

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<i>RFP Requirement</i>	<i>Compliance Item</i>	<i>Proposal Location</i>
H.2.2(c)	The Contractor's Task Proposal shall detail the management and technical approach to meet the requirements, Work Breakdown Structure, required Government Furnished Property (GFP)/Government Furnished Information (GFI) and an identification of the Contractor's proposed task order-type as part of the priced proposal.	Vol 3 Vol 4 4.3
H.2.3(b)(1)	The Contractor's Task Order proposal shall consist of the following elements: Government Resources: A detailed breakdown of the Government resources, including but not limited to systems, personnel, and facilities that the Contractor requires in order to accomplish the task	Atch E
H.2.3(d)	The Contractor shall provide a detailed Cost/Price Proposal that is directly linked to achievement of the proposed efforts, performance measures, schedule, and cost efficiencies	5.1
H.2.3(d)(1)	Each Cost/Price Proposal shall include the following supplemental information in sufficient detail to allow the Government to perform price and/or cost analyses: Key assumptions or price drivers (e.g., Government-furnished Equipment; Government-furnished Information, etc.)	Atch E
H.2.3(d)(2)	Each Cost/Price Proposal shall include the following supplemental information in sufficient detail to allow the Government to perform price and/or cost analyses: Basis for task order labor rates	6.1.5.5 6.2.5.5 6.1.5.3 6.2.5.3
H.2.3(d)(3)	Each Cost/Price Proposal shall include the following supplemental information in sufficient detail to allow the Government to perform price and/or cost analyses: Current forward pricing rate proposals, agreements, or equivalent basis of estimate for direct and indirect rates	6.1.5.5 6.2.5.5 6.1.5.3 6.2.5.3
H.2.3(d)(4)	Each Cost/Price Proposal shall include the following supplemental information in sufficient detail to allow the Government to perform price and/or cost analyses: Justification for proposed risk factors and fees	6.1.5.10 6.2.5.10
H.2.3(d)(5)	Each Cost/Price Proposal shall include the following supplemental information in sufficient detail to allow the Government to perform price and/or cost analyses: Summary of cost model modifications	6.1.3.1
H.2.3(d)(6)	Each Cost/Price Proposal shall include the following supplemental information in sufficient detail to allow the Government to perform price and/or cost analyses: Basis of Estimate (BOE) that delineates the basis of all direct resources proposed. The BOEs shall include the rationale for proposing the level of labor, travel, ODCs, or material proposed by lowest level WBS. Each BOE shall provide full and complete justification for only one WBS	Atch E
L.13.1	The Offeror shall include a description of the cost methodology used to develop the Cost/Price proposals. The Offeror shall show how this cost methodology aligns with the Software Engineering Institute's Manager's Checklist for Validating Software Cost and Schedule Estimates	2.3 Atch B



<i>RFP Requirement</i>	<i>Compliance Item</i>	<i>Proposal Location</i>
L.13.1	The Offeror shall propose a price consistent with the technical proposals responsive to Section J.2 and J.3 to perform the work required by each Task Order Statement of Work. Each task will be priced separately, and will uniquely identify price by CLIN. The price shall be supported by a Basis of Estimate (BOE) for each Work Breakdown Structure (WBS) element. The BOE shall include an explanation of the work to be performed within the WBS, identification of the deliverables and work products, basis from which the BOE is derived, and identification of the labor categories and number of hours required to perform the work by labor category and by month. The Offeror shall provide a Bill of Materials integrated with each appropriate WBS. Materials and ODC shall be identified separately and included in the BOE	5.1
J.2.2 J.2.3(1)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program Management-Program Planning	Atch A1
J.2.3(2)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program Management-Cost and Schedule Estimation Methodology	Atch A1
J.2.3(3)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program Management-Program Control Methodology	Atch A1
J.2.3(4)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program Management-Risk Management Program	Atch A1
J.2.3(5)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program Management-Configuration Management Plan and Repository	Atch A1
J.2.3(6)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program Management-Quality Management Plan	Atch A1
J.2.3(7)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program Management-Process Improvement Plan	Atch A1
J.2.3 (8)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program Management-Communications Management Plans and Program Support	Atch A1
J.2.3(9)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program Management-Transition	Atch A1

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<i>RFP Requirement</i>	<i>Compliance Item</i>	<i>Proposal Location</i>
J.2.3(10)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program-Level Engineering-Application of Approved Life Cycle Methodologies	Atch A1
J.2.3(11)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program-Level Engineering-Systems Engineering Management	Atch A1
J.2.3(12)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program-Level Engineering-Performance Engineering	Atch A1
J.2.3(13)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program-Level Engineering-Critical Technologies and Technology Insertion	Atch A1
J.2.3(14)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program-Level Engineering-Systems Integration	Atch A1
J.2.3(15)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program-Level Engineering-Human Computer Interface and Human Factors Engineering	Atch A1
J.2.3(16)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program-Level Engineering-Security and Privacy Engineering	Atch A1
J.2.3(17)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program-Level Solution Architecture-End Vision Solution Architecture	Atch A1
J.2.3(18)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program-Level Solution Architecture-Program Transition Strategy	Atch A1
J.2.3(19)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program-Level Solution Architecture-Program release Architecture	Atch A1
J.2.3(20)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Program-Level Solution Architecture-Program Release Definition	Atch A1
J.2.3(21)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001): Business Process Reengineering and Organizational Change Management-Business Process Reengineering	Atch A1

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<b>RFP Requirement</b>	<b>Compliance Item</b>	<b>Proposal Location</b>
J.2.3(22)	The Contractor shall organize its product-driven Work Breakdown Structure (WBS), detailed basis of estimates, and pricing data around the following subtasks (TO 001):-Business Process Reengineering and Organizational Change Management-Organizational Change Management	Atch A1
J.2.7.3	The Contractor shall provide a list of ODCs with its technical proposals in response to this Task Order	Atch F
J.3.3.3	Task 002-The Contractor shall only price the additional Program-Level Architecture and Engineering resources needed to specifically support the work contemplated in this Task Order. These systems engineering resources shall be distinct from related resources that are defined and priced in Section J.2-Task Order 001 Statement of Work, Program-Level Management, Engineering, and Architecture	Vol 3 Atch G
J.3.3.8	The Contractor shall only price the additional infrastructure needed for environments that specifically support the work being completed in this Task Order. The environments already identified and priced in Task Order 001 Statement of Work should not be included here.	Vol 3 Atch G
L.13.1	The Offeror shall incorporate the Excel spreadsheet formats provided in Section J.11 in submitting its cost or pricing data	Atch G
L.13.1	The Offeror and each subcontractor shall submit the detailed rationale and methodology used in developing the labor, material, travel, and ODC estimates, including any appropriate worksheets, schedules, charts etc., necessary to illustrate or validate the cost/price estimate	2.3 5.1
L.13.1	The overall labor estimate shall be in accordance with the level of effort and labor mix described for each task order in the Offeror's proposal	Atch E
L.13.1	The Offeror and each subcontractor shall furnish pricing exhibits detailing the estimate for the task orders at WBS level 5, at a minimum	Atch G
L.13.1	The Offeror is expected to propose a WBS that covers all work contained in its proposals and that supports the execution of the contract or task order	Atch G
L.13.1	The Offeror and each subcontractor shall submit a supporting schedule consistent with the BOEs for each WBS element The pricing files shall contain, at a minimum, the elements embedded in the Section J.11 standard formats	Atch G
L.13.1	The Offeror shall provide supporting information for the materials, travel and ODCs proposed	Atch F
L.13.1	The Offeror may provide additional pricing information to clarify its cost/price proposal	6.1.5.14 6.2.5.14
L.13.2.1	The Offeror shall provide a hyperlink to the financial statements (Form 10-K, if applicable) for the last three (3) fiscal years of business for the corporation, and for any affiliate, subsidiary, or division proposed to perform work on this contract	6.1.5.11 6.2.5.11



<i>RFP Requirement</i>	<i>Compliance Item</i>	<i>Proposal Location</i>
L.13.2.1	The Offeror shall furnish a hyperlink to its quarterly report (Form 10-Q) for all quarters not included in its most recent annual report (Form 10-K) and any periodic reports of significant events on Form 8-K issued with the last six (6) months	6.1.5.11 6.2.5.11
L.13.2.2	The Offeror shall include all assumptions supporting the development of the Offeror's Cost/Price proposal	6.1.5.12 6.2.5.12
L.13.2.3	The Offeror shall identify any exceptions to the terms and conditions contained within the RFP	6.1.5.13 6.2.5.13
L.13.2.4	The Offeror shall provide the following information as part of this section:-Accounting System Description/Approval	6.1.5.14.1 6.2.5.14.1
L.13.2.4	The Offeror shall provide the following information as part of this section:-DCAA Approved Disclosure Statement	6.1.5.14.2 6.2.5.14.2
L.13.2.4	The Offeror shall provide the following information as part of this section:-DCAA Office and Point of Contact	6.1.5.14.3 6.2.5.14.3
L.13.2.4	The Offeror shall provide the following information as part of this section:-CAS Applicability	6.1.5.14.4 6.2.5.14.4
L.13.2.4	The Offeror shall submit any additional information in this section of the Cost/Price volume	6.1.5.14 6.1.5.14





1.0 COST VOLUME OVERVIEW

As the Department of Homeland Security (DHS) faces the increased risk of terrorism, growing volumes of legitimate travel and trade, rapidly evolving technology, the merging of INS and Customs, and the intense scrutiny of global stakeholders and media, you must choose the right business partner that provides the best value for the US-VISIT program.

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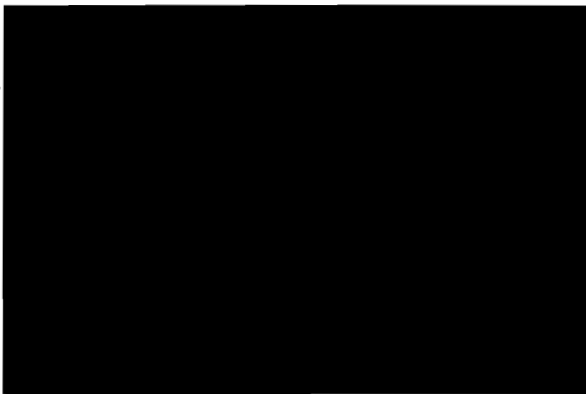
Given the complexity of the US-VISIT program, in this volume we will demonstrate that our price is realistic, reasonable, and complete. We will also demonstrate that we fully expect to be a long-term business partner with DHS by proposing a performance based contract structure that places a portion of our price at risk solely dependent on our performance

Finally, through our Jump Start program, along with our focus on generating DHS desired business results, we plan to deliver Increment 2B by November 19, 2004 or earlier.

In order to achieve our plan, we have assembled the Smart Border Alliance team that includes Accenture as the Prime Contractor, joined by three large Tier 1 Teaming Partners: Raytheon, SRA, and Titan, and complemented by other subcontractors including many small businesses that specialize in Immigration and Customs border management processes and DHS legacy systems. We are at the forefront of helping large, complex organizations transform themselves to solve mission-critical business problems.

1.1 Pricing Overview

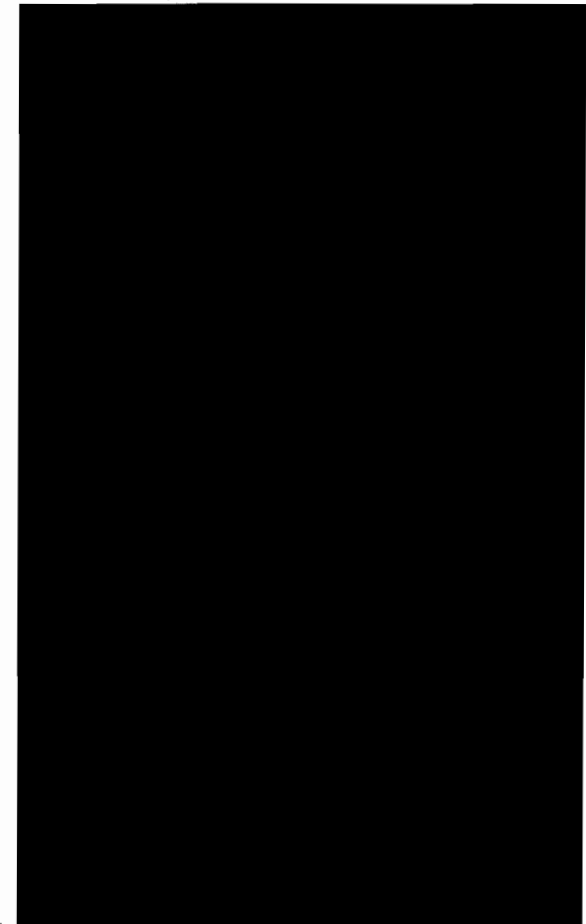
Our cost calculations for both task orders are built upon an estimating approach we have used successfully



Our offer provides appropriate staffing levels at an appropriate price.

1.2 Contractual Benefits

US-VISIT is Accenture's largest and most significant program – and we tie corporate and individual compensation to this commitment.



DHS has established a subcontracting



goal of 40% total subcontractor (excluding Tier 1 subcontractors) dollars for small business. Accenture has exceeded that goal

[Redacted]

**1.3 Task Order 001 Program Management**

Our cost estimates for Task Order 001 are based on

[Redacted]

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Task Order 001 Program Management enables us to ramp up quickly, establish a long-term, scalable Alliance Program Office, and place a unique emphasis on the human side of transformation in addition to a disciplined approach to engineering and architecture.

As part of our Jump Start program, we have leased

[Redacted]

Our pre-award activities enable us to deliver our Increment 2B solution early. Our ramp up effort establishes the plans, tools, and processes to rapidly start performing integrated program and technical activities upon contract award. We also achieve a steady state Alliance Program Office (APO) that is flexible enough to support multiple concurrent increments.

We provide the Government with access to an Integrated Program Management toolset, [Redacted] that will monitor, track, and report progress. This information is available at a program and task order level on the US-VISIT Portal. We manage the central repository for team deliverables and provide knowledge management and collaboration tools for authorized users

through the Portal.

We have developed TO 001 with the understanding that technology is not the primary factor for successfully delivering US-VISIT. Transition from current state to End Vision requires intelligent planning and performance in the human factors areas including organizational change, stakeholder management, and end-user training. Successful management of these people-related areas will be the primary determinate for the extent of success that the US-VISIT program will realize.

**1.4 Task Order 002 Increment 2B Implementation**

Our Increment 2B solution meets DHS requirements, introduces key components of our End Vision, and deploys early on November 19, 2004, to lower the risk of operational disruption during the holiday season and to build in contingency to deliver ahead of the December 31, 2004 mandate. We deploy the solution to the 51 highest-volume land border ports of entry, which exceeds the requirement

Our solution also includes:

- An Integrated Traveler Folder (ITF) that provides consolidated, accurate, and timely information on a traveler's admissibility
- US-VISIT Portal to facilitate information sharing and collaboration throughout DHS and with other agencies
- RFID technology to enable a rapid and robust exit process that does not impede legitimate travel
- Jump Start program to mitigate schedule risk through pre-award activities.

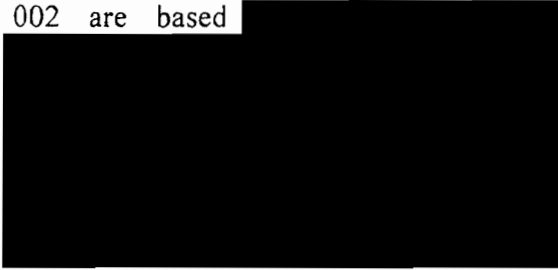
Task Order 002 must be successful to set the tone for the program. We plan to deliver Increment 2B on November 19, 2004, six weeks before the requirement, on budget, minimizing disruption to ongoing operations.

For Task Order 002

[Redacted]



Our cost estimates for Task Order  
002 are based



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has been  
withheld under  
(b)(4)



## 2.0 REALISM, REASONABLENESS, AND COMPLETENESS

### 2.1 Introduction

We have estimated and performed programs similar in size and complexity as US-VISIT. These programs were estimated using the same tools and knowledge base we use for this proposal's estimate. We developed our estimates through the experience we have accumulated and through the application of our best practices. This section will demonstrate that our costing/pricing estimates contain cost realism, reasonableness, and completeness. Figure 2-1 contains the features and benefits of our proposal's estimate to ensure cost realism, reasonableness, and completeness.

### 2.2 Funding

By balancing the performance requirements with the funding limitation provided, our proposal for Task Orders 001 and 002 [REDACTED]

### 2.3 Cost Estimating Process

In order to estimate the cost of Task Orders 001 and 002, we started with the Government's Statement of Work (SOW). [REDACTED]

[REDACTED] The SOW and [REDACTED] were used to establish Volumes 3 and 4 of our proposal. The SOW and the [REDACTED] drive development of a specific Work Breakdown Structure (WBS) for Task Order 001 and Task Order 002. With few exceptions where it is not warranted, the WBS goes down to level 5. In all other cases the WBS goes to level 5 or below.

We then created the WBS dictionary, which captures the scope of work reflected in the Basis of Estimate (BOE) documents. We developed the WBS Dictionary using the same people who developed the solution described in Volumes 3 and 4. The BOEs are tied to the WBS Dictionary through the task description and scope of work. The task description and scope of work defined in the BOE's is the same as that contained in the WBS Dictionary. With the exception of material, each BOE at the 4th or 5th level identifies all of the resources required to complete the task. Material is sometimes reflected at a higher WBS level because that is the practical way to establish the requirement for procurement.

We established an Integrated Master Schedule (IMS) for each task reflected in the BOE. The BOE also captured all the SOW requirements related to that task. All of this effort allowed us to begin

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Features	Benefits
With few exceptions, our estimates were based on the use of actual experience from past applicable programs or validated cost estimating models	Our estimating approach is consistent with the principles embodied by the term "realism"
The Alliance Team's average hourly rate is comparable to rates for similar large scale Federal Government projects	Our rates have been found to be reasonable on other projects of comparable complexity and scope
The vast majority of BOEs reflect a 5 <sup>th</sup> level WBS element	We have broken the work down into reasonably sized work packages and the definition of the work is clear. Our approach reflects the principle of completeness
The description and scope in our BOEs is the same as that in the WBS dictionary; the people who created the dictionary also prepared the work descriptions contained in Volumes 3 and 4.	The scope of work described in our technical and cost volumes is the same

USVC 010

**Figure 2-1. Features and benefits of our Cost/Pricing estimate. The Alliance's estimates are realistic, reasonable, and complete**

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estimating the work. [redacted]

[redacted]

Figure 2-2 contains the list of analogous past performance contracts [redacted]

[redacted]

As our programs move through the execution phase, [redacted]

[redacted]

Specifically, we used the [redacted]

[redacted]

We assessed program and increment risk factors and assigned budget to mitigate the risks.

Finally, through [redacted]

[redacted]

comprehensive estimate that has integrity across the solution and throughout the lifecycle.

### 2.4 Past Performance

We have a history of consistently delivering large-scale programs within budget and [redacted]

[redacted]

[redacted] at the Defense Logistics Agency Business Systems Modernization (DLA BSM), a [redacted]

At the U.S. Postal Service, we deployed the DOIS application to 20,000 users across 8,600 sites in 79 districts within 17-month period within the expected budget. [redacted]

[redacted] contract ahead of schedule, under budget, and without disrupting the client's current operations. Our staffing commitment demonstrates that this program is a top priority for the Smart Border Alliance. [redacted]

[redacted]

We bring the necessary skills and experiences to meet US-VISIT goals.

### 2.5 Labor Resource Estimates

[redacted]

We then had each Alliance partner map their respective company's labor categories to the US-VISIT labor descriptions. This allows that each member of the Alliance consistently staffs the positions with the same minimum requirements for knowledge, experience, and level of education.

We reviewed the staffing pyramid for all the labor categories to determine the span of control by task and subtask. Comparing this analysis to our past experience and given the current scope of work, we are confident our offering provides appropriate levels of labor resources to perform the work.

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

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HSSCHQ-04-R-0096

Program Management	Required Contracts		Optional Contracts		Documentation of Acceptability: Additional Engagements					
	Accenture	Raytheon	Accenture	AT&T	AT&T	Deloitte	Raytheon	SPA	SAA	Tian
Business/Economic Analysis	Defense Logistics Agency Business Systems Modernization									
Business Process Reengineering	USPS PPP/DOIS									
Business Transformation										
Performance-Based Contracting										
Program/Project Mgmt & Control										
<b>Transition and Deployment</b>										
Border Management										
Communication and Outreach										
Organizational Change Management										
Stakeholder Management										
System Administrator/Help Desk										
System Operations and Maintenance										
Training										
<b>System Development Lifecycle</b>										
Bonometrics										
CAIM/CM/II Process Improvement										
Communications/Network Eng										
Identity Management/Privacy										
Information Security										
Infrastructure Management										
QA/QM/Test and Evaluation										
Software Engineering										
Strategic Planning and Analysis										
Systems Development										
Systems Engineering										
Systems and Enterprise Architecture										
Systems Integration										

Legend: Extensive ● Moderate ○ Limited ○

Figure 2-2. Experience from Past performance provides capabilities particularly relevant to US-VISIT

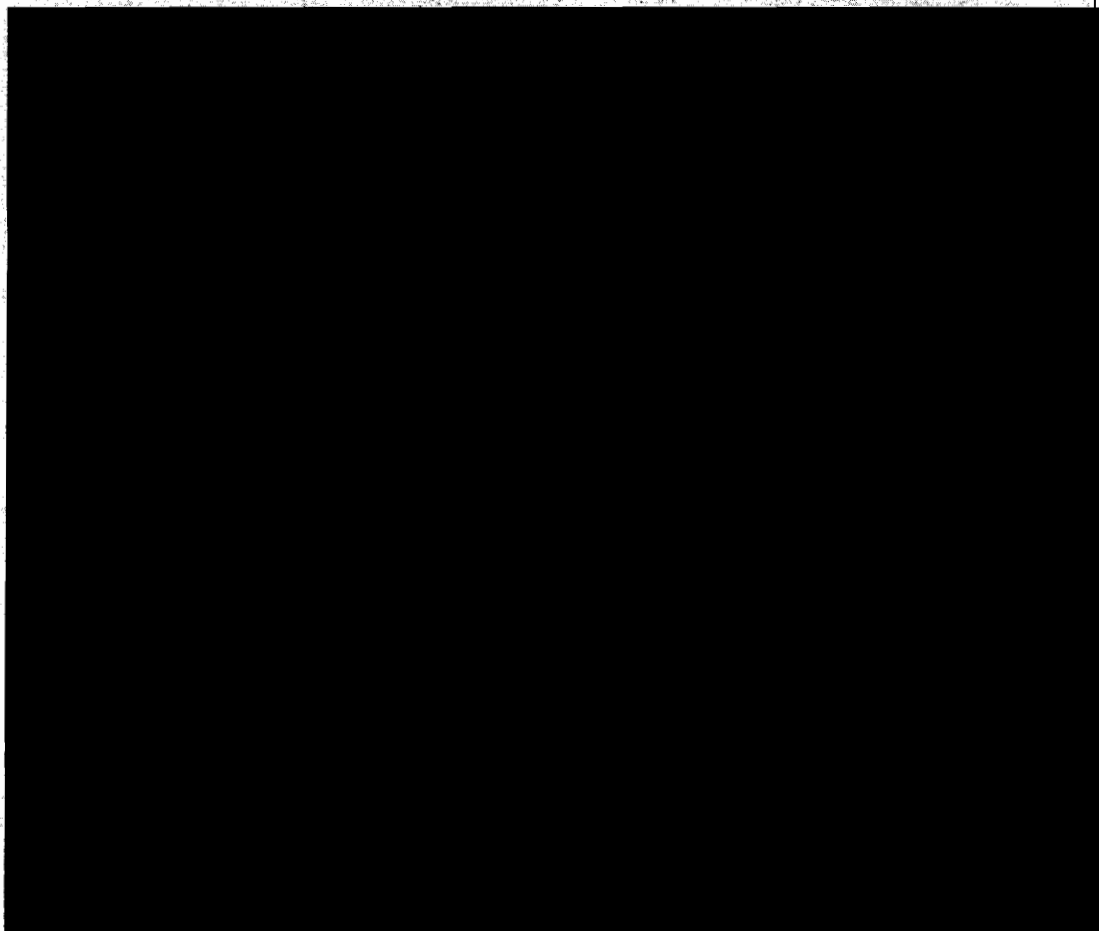
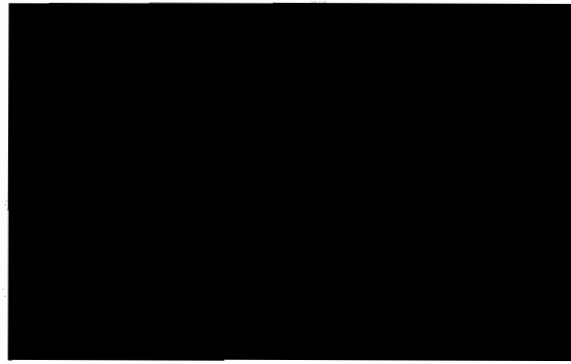
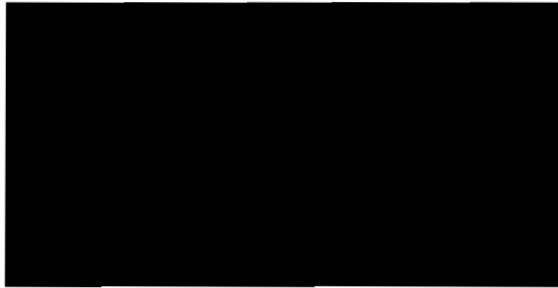




### 3.0 BASIS OF ESTIMATE (BOE)

#### 3.1 Introduction

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



USVC.050

*Figure 3.1 Alliance Basis of Estimates (BOE) Example. The BOE for Accenture and partners are in Attachment E*



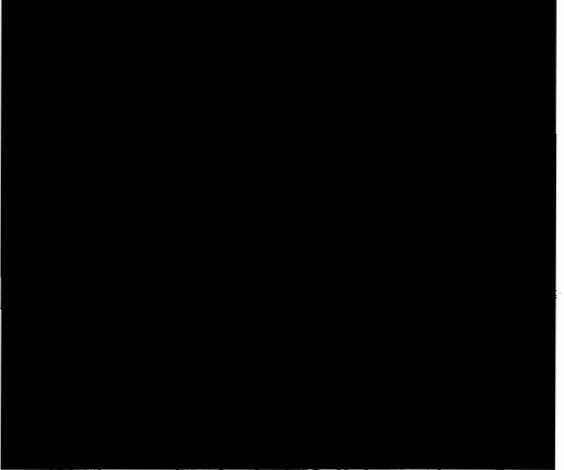
#### 4.0 RISK SHARING

##### 4.1 Introduction

Our Alliance uses an integrated product team. Our approach to risk sharing mirrors this integrated team. We fully expect to perform as a team and have structured our team



For Task Order 002,



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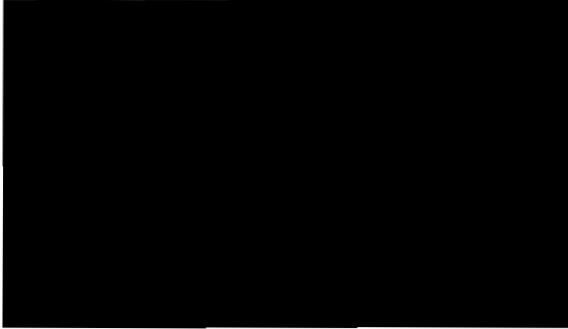
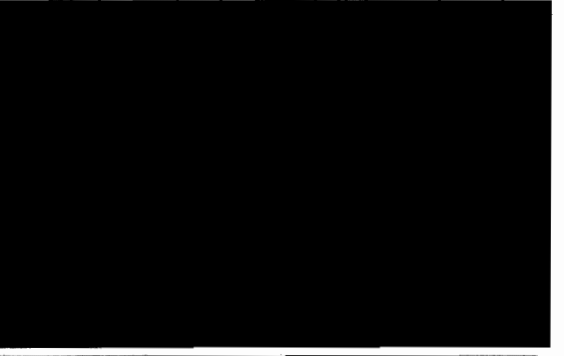
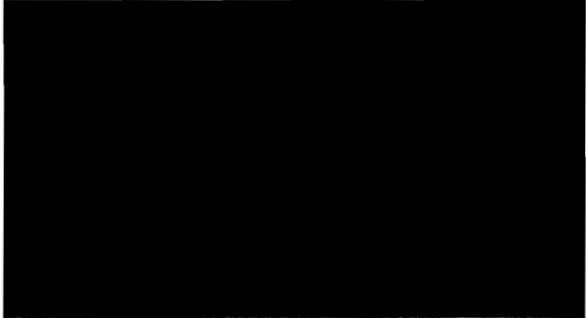


Figure 4-1 shows the features and benefits of



##### 4.2 Demonstrated Risk Sharing

For Task Order 001,



*Features*

*Benefits*



**Figure 4-1. Features and Benefits**





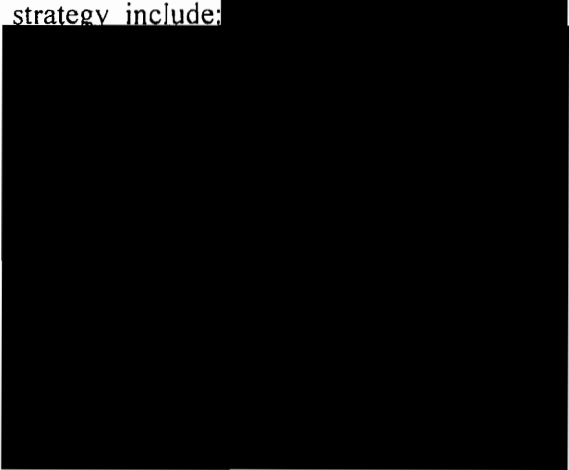


As was pointed out earlier in this section,



various risk potentials and we have developed mitigation plans, as identified in Figure 4-2.

Key elements of our risk management strategy include:



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

### 4.3 Mitigated Risk

We have taken steps to identify and mitigate risks associated with schedule, cost, or delivery solution. The identification and mitigation of risk is iterative and continual and the on-going risk management process is part of our solution described in Volume 4. Our process for risk assessment has identified

Risk	Mitigation Plan
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]

USV 030

Figure 4-2. Potential Risks and Alliance Mitigation Plan: The Alliance has created its mitigation plan to address potential risks associated with the US-VISIT program



## 5.0 COST TRACEABILITY

### 5.1 Task Order 001 and Task Order 002 Increment B

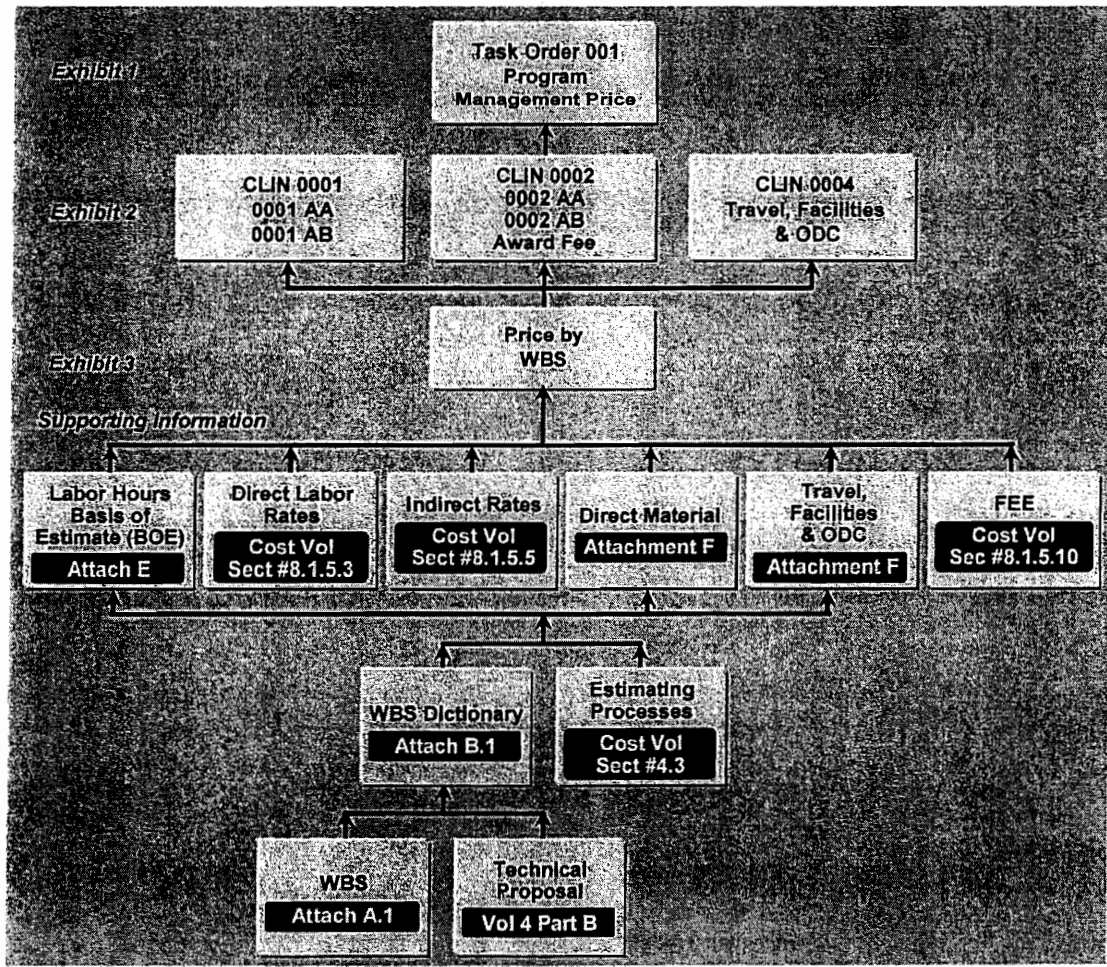
Accenture's costs are easily traceable between the highest and lowest level. Our Figures on this page and the next provide the roadmap that describes the linkages, as follows:

Figure 5-1 displays the traceability linkages for Task Order 001. The starting point for all of this activity was the RFP; it provided the statement of work (SOW) for the program as well as the specific instructions regarding what information to be provided, the content of that information and where it should be provided.

The RFP information and instructions were then translated into a work breakdown structure (WBS) and the technical approach that is described in Volume 4, Part B.

The combination of our technical approach in Volume 4, Part B, and WBS was then used to create the WBS Dictionary that describes the work content within each of the WBS.

The RFP prescribed that the desired level for the WBS and the WBS Dictionary was level 5. In the case of Task order 001 all BOE's were developed and estimated at Level 5. In the case of Task Order 002, a few BOE's were developed and estimated at the 4th level because the scope of the



USVC 014

**Figure 5-1. Task Order 001 Traceability:**  
*Our costs are easily traced from the highest to the lowest levels*



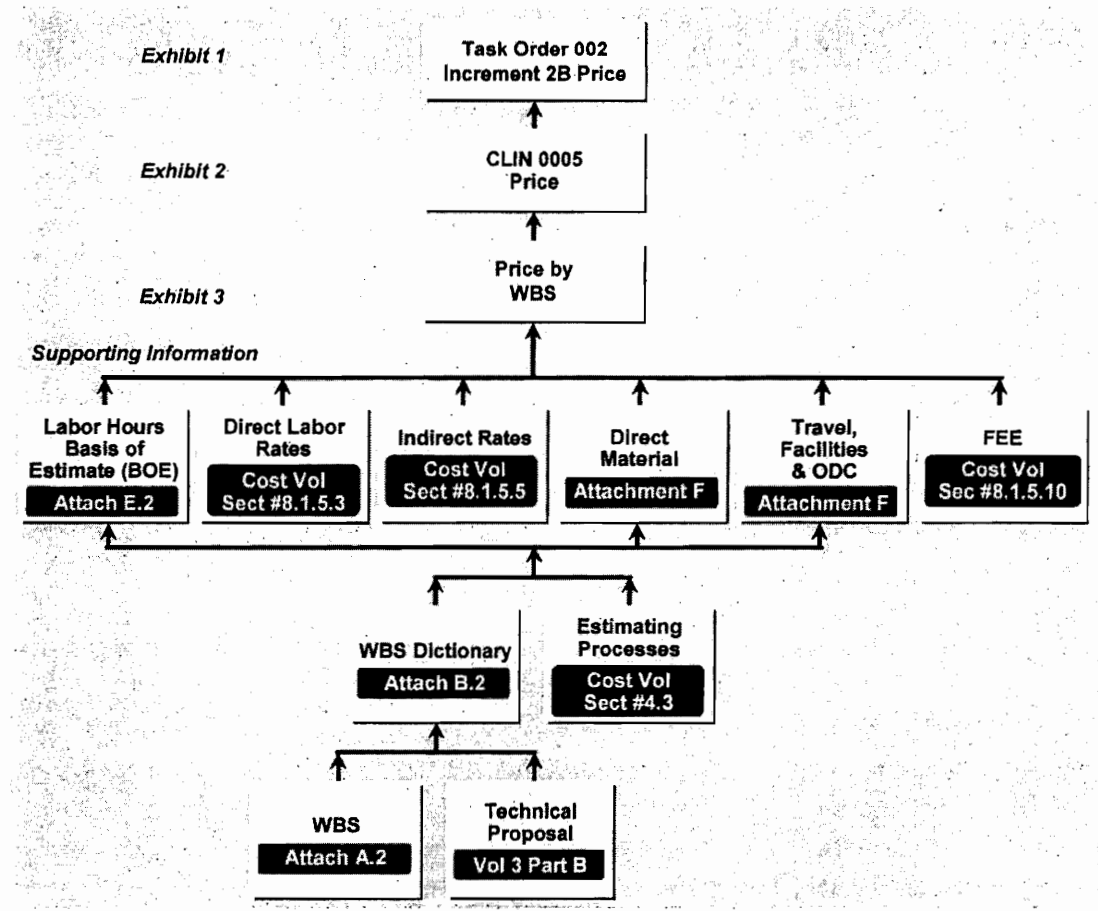
work was minimal; however, there are also a number of BOE's that were developed and priced at level 6 because the scope of the work was very substantial.

Next we determined the cost estimating processes used to develop the resources required. The estimating processes were then applied to each of the appropriate elements of the WBS dictionary to create the Exhibit 4 BOE's (Basis of Estimate) that contain the estimated labor hours, purchased bills of material, travel, facilities, other direct cost required to accomplish the defined scope of work. Each BOE includes a detailed description of the work content that is identical to that contained in the WBS dictionary at that level. It also provides a cross reference to Technical Volume 4 where that work is described.

The direct labor rates and indirect burden rates are then applied to the direct labor hours to labor cost; the direct material, travel, facilities, ODC and fee are added to the labor costs to establish a price by WBS, Exhibit 3.

The price for each WBS is then rolled up to produce a total CLIN price (Exhibit 2) wherein each CLIN captures those elements that apply from each individual WBS cost. In the case of Task Order 001, these costs are allocated to CLIN 0001, CLIN 0002 and CLIN 0004.

Figure 5-2 describes the linkages for Task Order 001 and are the same as for Task Order 002, with the exception that all Exhibit 3 costs are all applicable to CLIN 0005. The price of CLIN 0005 is identical to the price for Task Order 002.



USVC 013

**Figure 5-2. Task Order 002 Traceability:**  
*Our costs are easily traced from the highest to the lowest levels*



**6.0 COST/PRICE**

This volume provides our Cost/Price Proposals for Task Order 001 and Task Order 002. Our proposal is valid for 180 days from submission. Exhibit 1, Total Price, is presented below:

**Section J.11, EXHIBIT 1, TOTAL PRICE BY TASK ORDER**

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

Task Order #1	GFY 2004	GFY 2005			TOTAL
<b>CLIN 0001 Program Management</b>					
SLIN-0001AA-Program Level Management, Engineering, Architecture					
SLIN-0001AB - Increment 2B Program Management					
Total CLIN 0001					
<b>CLIN 0002 - Award Fee for CLIN 0001</b>					
SLIN-0002AA - Award Fee Task Order #1					
SLIN-0002AB - Award Fee Task Order #2					
Total CLIN 0002					
<b>Total Task Order #001</b>					

Task Order #002 - Increment 2B	GFY 2004	GFY 2005			TOTAL
<b>CLIN 0005 - Task Order #002 Increment 2B</b>					
CLIN 0004 - Travel/ODC					
<b>Total Task Order #002</b>					

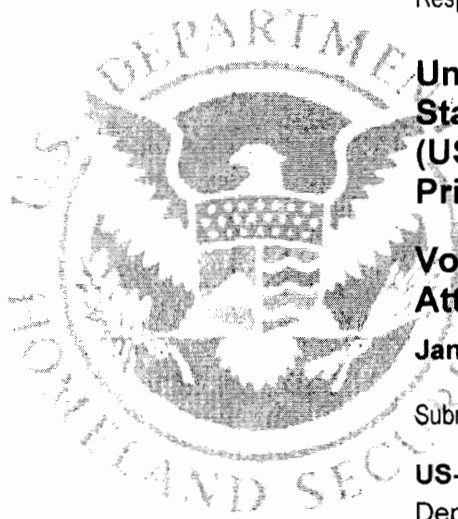
**6.1 Task Order 001, Price by CLIN**

The following provides our detailed Cost Proposal for Task Order 001 that is directly [redacted]. Our Cost Proposal includes the requested supplemental information in sufficient detail to allow the Government to perform price and/or cost analyses.

**Pages 6-2 through 6-55 withheld in their entirety under Title 5  
USC § 552(b)(4)**

DUNS No.: 85-8485758

Response for:



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

**Volume 2, Cost/Price, Book 2  
Attachments A through D**

**January 22, 2004**

Submitted to:

**US-VISIT Program Office**

Department of Homeland Security  
1616 N. Fort Myer Drive  
Rosslyn, VA 22209

ATTN: Mr. Michael E. Jones, Contracting Officer

**accenture**

***High performance. Delivered.***

Submitted by:

**Accenture LLP**  
11951 Freedom Drive  
Reston, VA 20190

In Response to Solicitation No.

**HSSCHQ-04-R-0096**

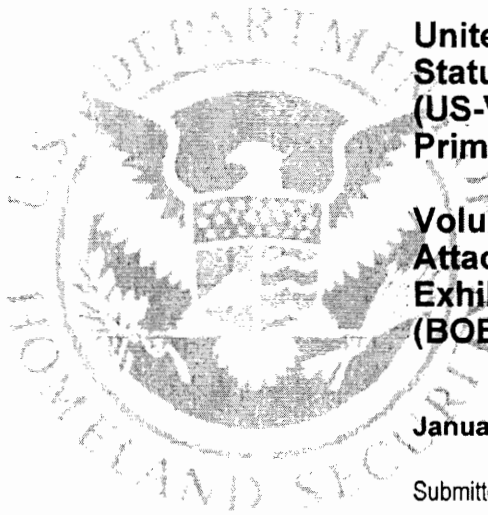
Steven Goodman, Director of Contracts  
Email: [steven.h.goodman@accenture.com](mailto:steven.h.goodman@accenture.com)  
Phone: 703.947.1698

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Status Indicator Technology  
(US-VISIT) Program  
Prime Contractor Acquisition**

**Volume 2, Cost/Price, Book 3a  
Attachment E, (Task Order 001)  
Exhibit 4 – Basis of Estimates  
(BOEs), Part 1**

**January 22, 2004**

Submitted to:

**US-VISIT Program Office**

Department of Homeland Security  
1616 N. Fort Myer Drive  
Rosslyn, VA 22209

ATTN: Mr. Michael E. Jones, Contracting Officer

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**HSSCHQ-04-R-0096**

Steven Goodman, Director of Contracts  
Email: [steven.h.goodman@accenture.com](mailto:steven.h.goodman@accenture.com)  
Phone: 703.947.1698

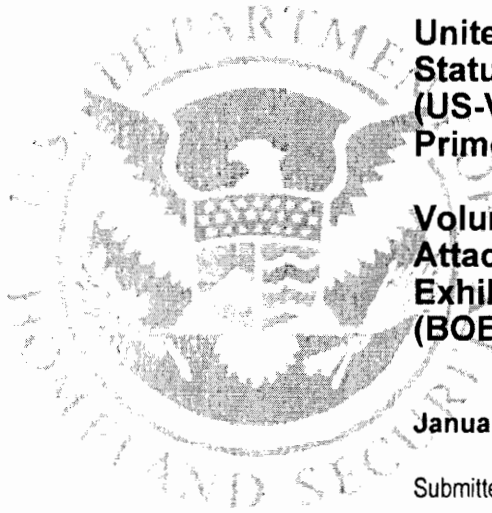
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**Volume 2, Cost/Price, Book 3b  
Attachment E, (Task Order 002)  
Exhibit 4 – Basis of Estimates  
(BOEs), Part 1**

**January 22, 2004**

Submitted to:

**US-VISIT Program Office**

Department of Homeland Security  
1616 N. Fort Myer Drive  
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ATTN: Mr. Michael E. Jones, Contracting Officer

**>  
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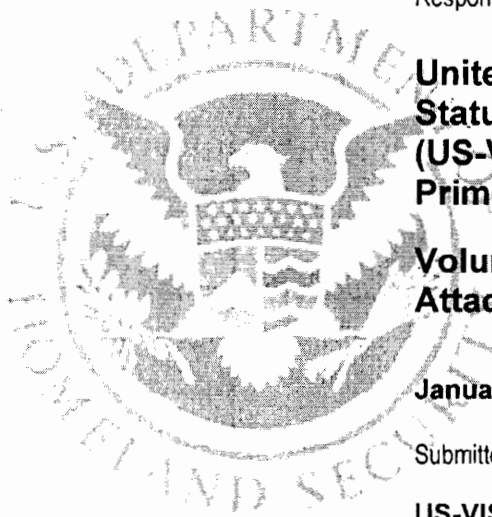
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Status Indicator Technology  
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Prime Contractor Acquisition**

**Volume 2, Cost/Price, Book 4  
Attachments H through J**

**January 22, 2004**

Submitted to:

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In Response to Solicitation No.

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