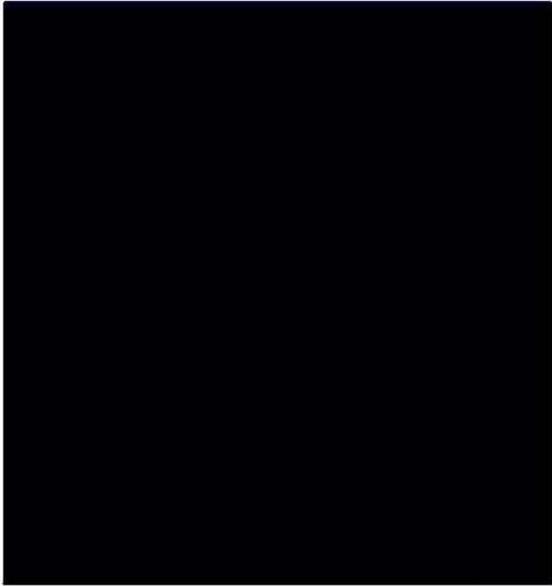## 3.0 US-VISIT IMPLEMENTATION METHODOLOGY

Our implementation methodology, based on our extensive past experience, blends state-of-the-art Business Process Reengineering (BPR), Organizational Change Management (OCM) and Enterprise Architecture (EA) processes into a comprehensive Enterprise Lifecycle Model (ELCM) delivering the US-VISIT End Vision on budget and schedule.

Our US-VISIT implementation strategy is based on our extensive implementation experience on the Defense Logistics Agency (DLA) Business Systems Modernization (BSM) program, NASA's EOSDIS Core System (ECS) program, the USPS Delivery Operations Information System (DOIS) program, and the █████████████████████████ █████████████████████████ A key feature of our strategy includes a flexible increment planning approach that includes outreach to stakeholders, as shown in Figure 3-1, to adapt to changes in priorities, funding and policy.

Our implementation methodology takes the best practices from across our Alliance to deliver the US-VISIT End

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USVP 199

Vision at low implementation risk, within cost and schedule.

3.1 Planning Methodology

Our approach to planning, shown in Figure 3-1, facilitates integration and consistency across the program by partnering with the US-VISIT Program Office (UPO) and coordinating plans with stakeholders. Our Enterprise Plan and each of the Increment Plans use this coordination process. The Government sets goals and priorities. Alliance Subject Matter Experts (SMEs) provide insight and

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USVP 054

Figure 3-1. We partner with the Government and coordinate with stakeholders for plan development to facilitate operational acceptance

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guidance to define solid plans and then subsequently keep them on-track. We coordinate plans with the relevant stakeholders to address their concerns and facilitate operational acceptance. We work closely with the UPO throughout the planning process to make sure the plans are consistent across the program.

b(4)

Major plan inputs include policies and mandates, HLS Enterprise Architecture, DHS priorities and funding profiles. More details on the planning process are shown in Section 5.0 Transition and Sequencing Strategy.

Multiple Levels of Plans. The Homeland Security (HLS) Enterprise Architecture (EA) Transition Plan is the driving plan for US-VISIT. We use the HLS EA Transition Plan to develop the US-VISIT Enterprise Plan. The Enterprise Plan is the program level plan that defines the overall program processes, tools, and management approach. Enterprise planning is an enhancement to standard program planning due to the inclusion of our Organization Change Management (OCM) and Business Process Reengineering (BPR) methods and processes.

The HLS EA Transition Plan also drives each of the Increment Plans that occur throughout the life of the program. To keep the program consistent with the DHS mission goals and priorities, we continually keep the increment plans in alignment with the HLS EA Transition Plan.

Figure 3-2 shows the multiple levels of plans and key inputs. The Enterprise Plan and all Increment Plans are based on meeting the business goals defined by the HLS EA, consistent with the EA Transition Plan. The Business Architecture Integrated Product Team (IPT) takes the DHS mission goals and develops the
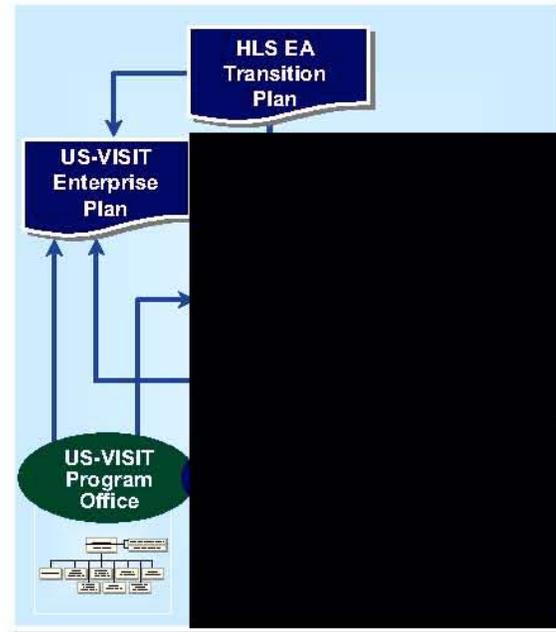
USVP-128

Figure 3-2. US-VISIT plans are driven by the HLS Transition Plan to support DHS Mission Goal achievement

US-VISIT specific business goals/requirements, with direction from the UPO. The determination of business goals is based on satisfying all policy and congressional mandates, DHS priorities and business goals and the funding profile. Alliance member [b(4)] provide the cost/benefit analysis (see Section 8.0 for more information).

The Business Architecture IPT works with the UPO to select the business goals to be implemented in an Increment. Feedback from previous Increments provides improved processes over the life of the program. The Systems Engineering IPT provides technical insight, risk assessments, and Commercial Off-The-Shelf (COTS) availability assessments to define increments that are technically feasible and cost effective with minimal performance risk.

Plans also take into account human factors and the determination of how much change the users can handle. Our Human Performance Support approach was used

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3-2

successfully on the USPS DOIS program,

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The Enterprise and Increment Plans are the drivers that define the requirements for US-VISIT. The system architecture implements the goals/requirements defined in the plans. Figure 3-3 shows the features and benefits of our Increment Planning approach.

3.2 Enterprise Lifecycle Model

The Enterprise Lifecycle Model (ELCM) is shown in Figure 3-4. This model defines all phases of the program from initiation to retirement/program shutdown. After Enterprise Planning, the next phase of the program is Business Model Definition. The US-VISIT view of the HLS EA is developed in this phase. We use [b(4)]

For a complete set of tools, see Volume 4 Part B, Paragraph 1.3 of our proposal.

Accenture's [b(4)] are used to define the new business processes required to meet the US-VISIT business goals. These business goals are the driving requirements used by engineering to develop the system architecture. Each business goal has metrics associated with it, in the form of measurable Desired Business Results (DBRs), so that the success of meeting that goal is quantitatively determined. Section 1.0 provides more details on our US-VISIT DBRs.

In the Architecture Definition Phase, a flexible, component-based End Vision Architecture is developed. The Architecture components are defined [b(4)] This approach allows the US-VISIT system to be

Features	Benefits

[b(4)]

USVP 118

Figure 3-3. Our Increment Planning phase provides flexibility and reduces risk

developed incrementally based on providing the highest priority/value business goals in each increment. [b(4)]
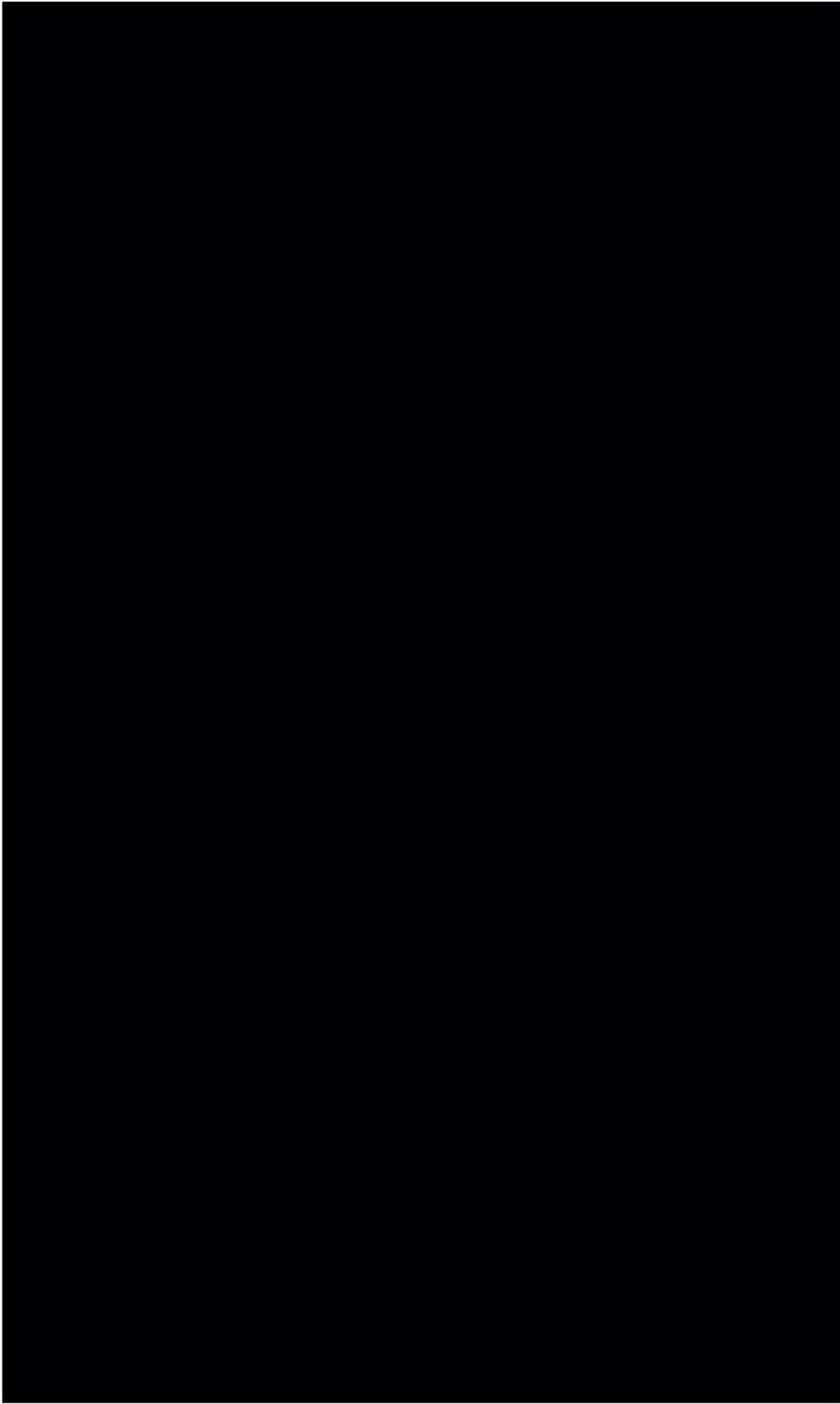
Organization Change Management (OCM) processes are performed throughout the lifecycle and include communications, usability, organizational design, training and operational support to facilitate operational acceptance. This approach, [b(4)] Metrics (DBRs), based on satisfying the goals defined as part of Business Model Definition, are monitored throughout the program as part of OCM. Paragraph 3.4 provides details on our OCM processes.

Our business goal oriented ELCM directly supports the DHS Capital Planning and Investment Control (CPIC) process. Our increment planning process provides

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Figure 3-4. The Enterprise lifecycle model blends BPR/change management and systems of systems development and integration to deliver the US-VISIT vision to meet mission requirements at low risk
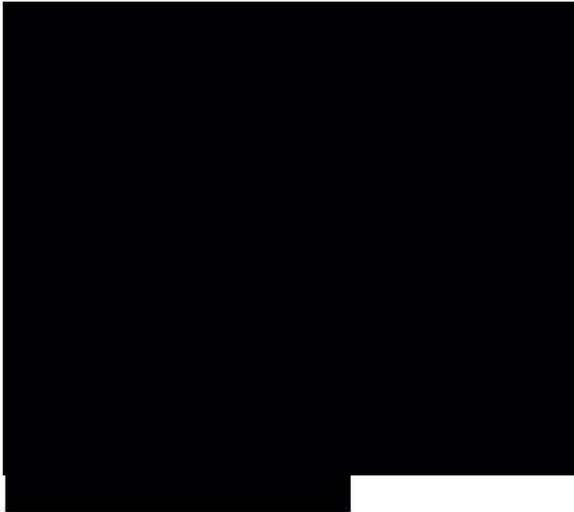
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the inputs needed for the Select Phase of the CPIC process. For details on how the increment planning supports CPIC, see Section 5.0 Transition and Sequencing Strategy. The Control Phase is performed as part of our Enterprise Management and Control and the Evaluate phase is performed in the Installation Phase.
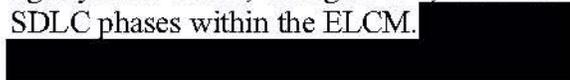
3.3 System Development Lifecycle

The System Development Lifecycle (SDLC) is integrated into our ELCM. The light yellow boxes, in Figure 3-4, show the SDLC phases within the ELCM.
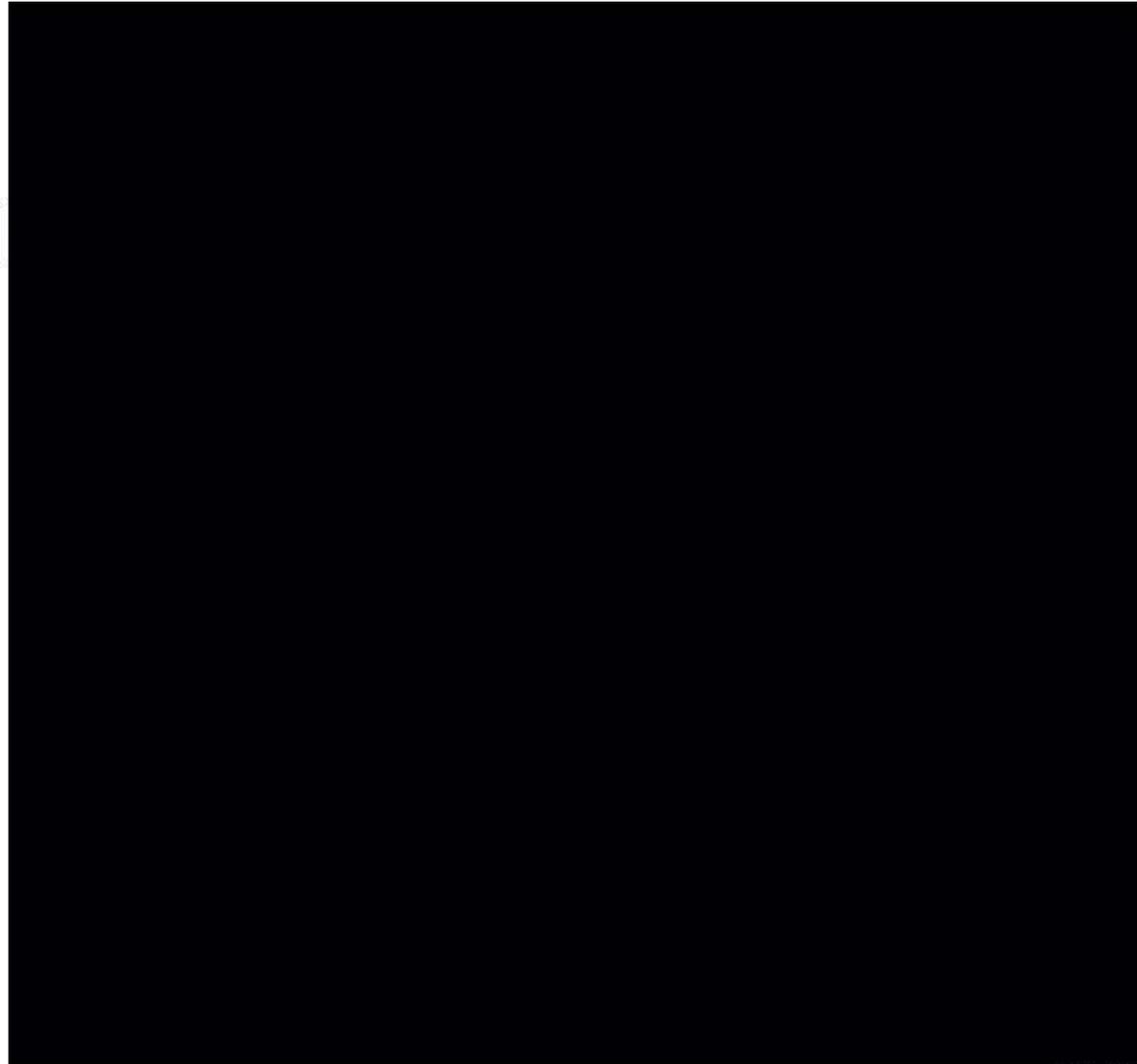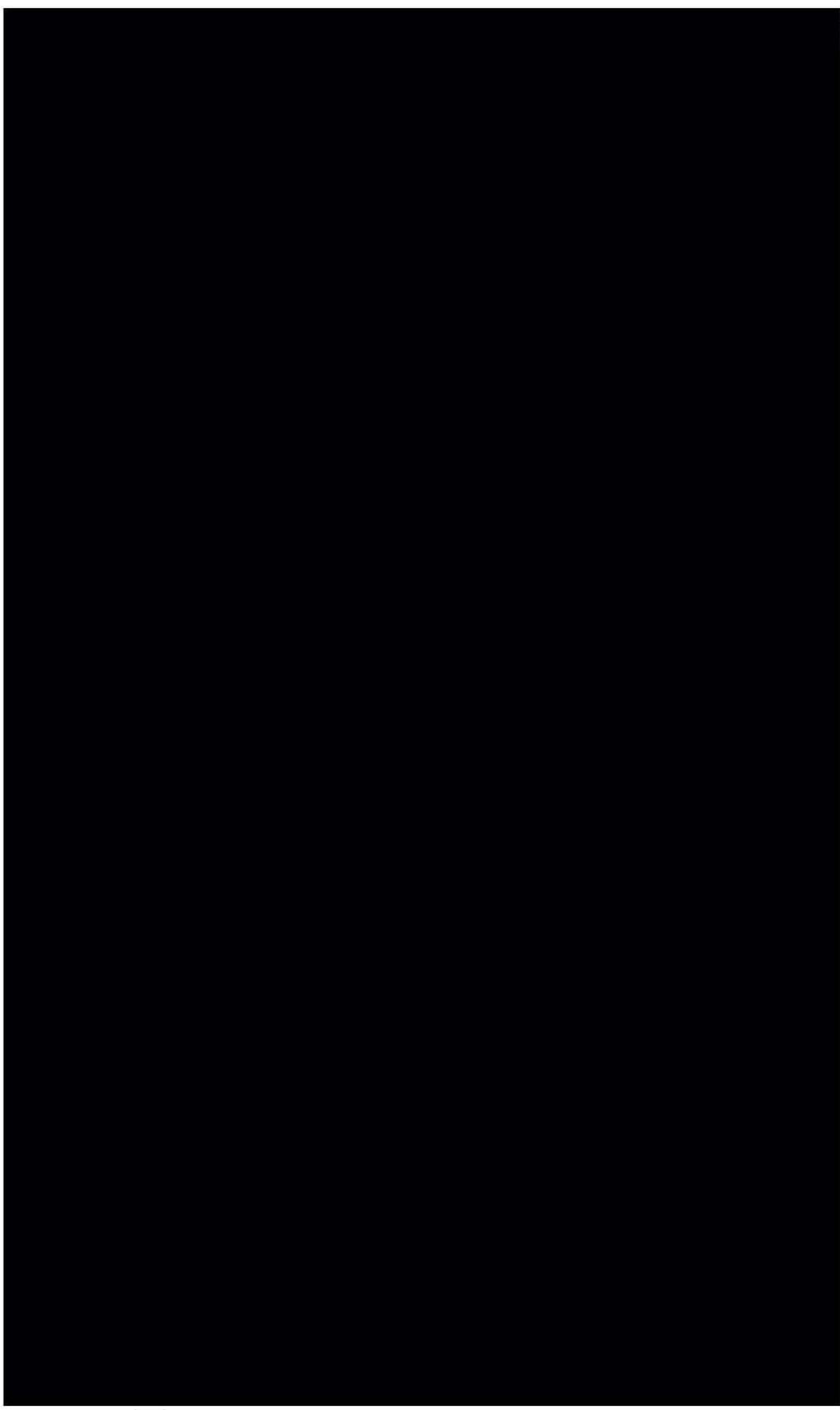
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Figure 3-5. Developing the system architecture by iterating requirements against COTS availability leads to a lower cost, low-risk solution

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

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b(4)

b(4)

Figure 3-6. Our business needs

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The SDLC starts with the development of the End Vision Architecture in the Architecture Definition Phase.

[b(4)]

that meet business goals and can be implemented independently allowing the sequencing to fit the CPIC process, changing funding, priorities, congressional mandates, and alignment to the HLS EA.

Figure 3-5, shown previously, is the next level expansion of the Architecture Definition Phase of the lifecycle. For a COTS-based system, the architecture, requirements and COTS/reuse component selection are developed together in an iterative process. This state-of-the-art process developed by Raytheon was on used on the NASA ECS program and published by IEEE.

The first phase of each Increment, upon receipt of a new task order, is the Increment Planning Phase. During increment planning, the sequencing process, described in detail in Section 5.0, is performed to allocate business goals to this increment, align the increment to the HLS EA, and generate the inputs needed for the CPIC select process. In the Increment Planning Phase, our comprehensive SDLC is tailored to fit the size and complexity of the increment. For example,

[b(4)]

Another key benefit

[b(4)]

[b(4)]

COTS engineering, as a discipline, is significantly different from other engineering disciplines. The skills required to build a COTS based system are different than the skills used in developing a new system from scratch.

[b(4)]

technology assessment can be ineffective if it is not focused. It can turn into a "sandbox" for smart engineers to play with new toys if not managed correctly.

[b(4)]

The Technology Assessment Team is also responsible for working with the HLS EA team for coordinating pattern and component reuse. Where possible, US-VISIT uses the patterns and components defined by DHS. In some cases, US-VISIT develops new patterns and components that can be reused in other parts of DHS. This partnership with DHS helps minimize costs, supports interoperability, and reduces implementation risk.

3.4 Business Process Reengineering (BPR)

[b(4)]

[b(4)]

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Recommended Approach. We tailor our BPR approach to meet US-VISIT program goals and challenges and integrate it into our Enterprise Lifecycle Model (ELCM). One key challenge is that achieving US-VISIT goals cuts across three agencies (DHS, DoS, and DOJ) and three major bureaus within DHS (CIS, ICE, CBP). The complexities of the program reinforce the need to implement BPR efforts continuously and involve key stakeholders. Figure 3-7 depicts our BPR approach, including

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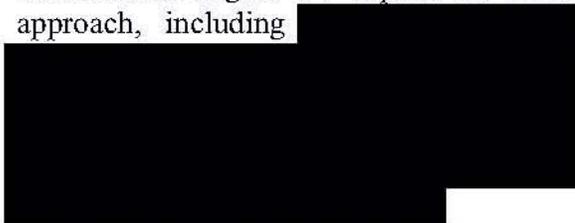
The scenario depicted in Figure 3-8 exemplifies BPR continuous process improvement in action. Prior to March 1, 2003, employees at a POE represented three separate agencies (INS, Customs, and USDA), all performing different mission functions with different business processes. Employees had different sets of knowledge, skills, and abilities that required different training. For example, INS inspectors were required to speak Spanish but Customs inspectors were not. In addition, neither Customs nor INS employees needed knowledge of plants, fruits and vegetables, and animals, whereas USDA employees did. After March 1, 2003, the next BPR step merged the three agencies into Customs and Border Protection (CBP) creating a single occupation for the CBP officer. Through this process, the INS and Agriculture inspection processes moved to CBP, and the Customs structure expanded to become CBP, which presents One Face at the Border to the public. Within the bureau, however, employees essentially maintained their existing functional knowledge base. The merger redefined the roles and responsibilities of the CBP officer. This provided the framework for a common organization. Basic training for CBP officers at FLETC now includes immigration, customs, and antiterrorist duties. With the implementation of our End

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Figure 3-7. The detailed process design and continuous improvement methods, successfully implemented at USPS, TSA and DLA, identified necessary process changes to support the new environment

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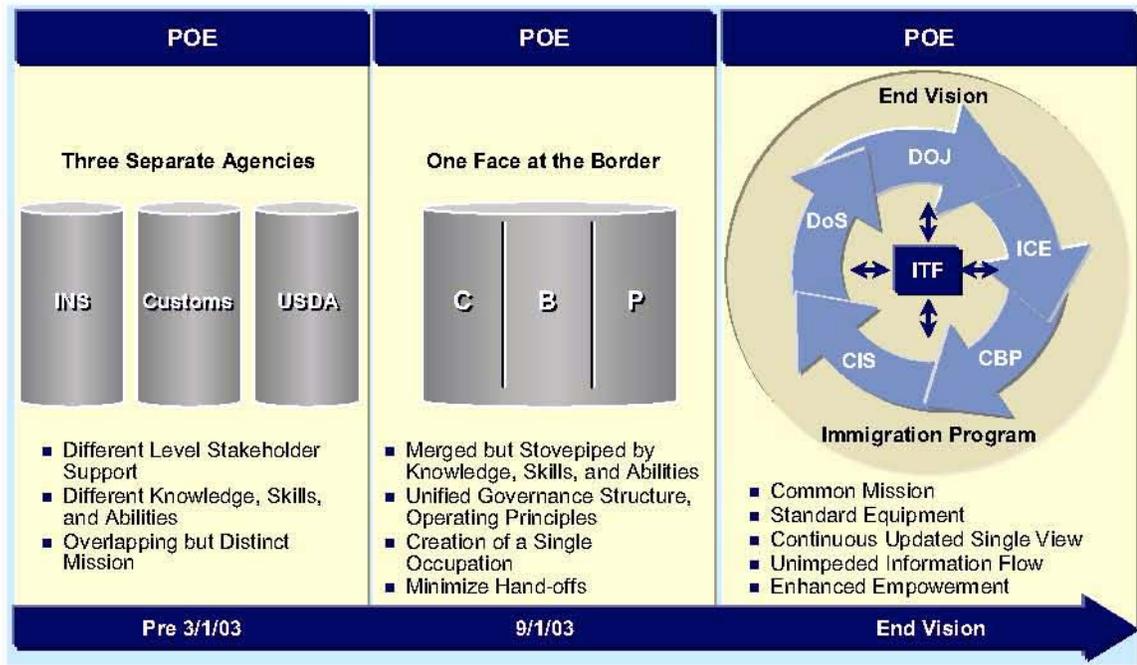
*Figure 3-8. BPR drives continued progress toward the End Vision
achieving a common view which cements immigration system integrity*

Vision, the Alliance builds on the current BPR programs to achieve a seamless, end-to-end border management process. [b(4) redacted] To institutionalize US-VISIT knowledge, we incorporate this knowledge in the existing CBP officer curriculum and similar training courses for ICE and CIS users.

We build on the successes from within DHS and the US-VISIT Program as well as our team's business transformation experiences with DHS, its legacy agencies, TSA and with other organizations such as the U.S. Postal Service and the Defense Logistics Agency. We reuse BPR work already underway and coordinate with other major programs such as ACE and CAPPS II.

Our team focuses BPR on the following Desired Business Results (DBRs):

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Driven by these principles, [b(4)]

This knowledge supports analysis of the risks across stakeholder groups and drives organizational change management strategies and operational support necessary to implement the new processes.

3.5 Organizational Change Management

Utilizing our knowledge and understanding of your environment based on information from Alliance Immigration and Customs Subject Matter Experts (SMEs) and experience with other border management projects, our comprehensive and tailored Organizational Change Management (OCM) approach accelerates operational acceptance for US-VISIT. Our approach develops and empowers DHS staff to achieve the US-VISIT goals of enhancing national security, facilitating legitimate trade and travel, increasing immigration system integrity and maintaining compliance with applicable privacy laws.

3.5.1 Strategy and Approach

We collaboratively develop and institutionalize OCM activities to address the human performance issues of the DHS stakeholders and communities of interest. These activities are defined according to our proven OCM approach and build upon successes from our experience with similar implementations at the Defense Logistics Agency (DLA), [b(4)] United States Postal Service (USPS), Customs and Border Protection, and [b(4)] and the current work being performed such as the One Face at the Border initiative. The US-VISIT program is only successful if the DHS workforce, stakeholders, and communities of interest are willing and able to accept the changes

associated with US-VISIT. Our OCM approach prepares the DHS workforce, stakeholders, and communities of interest for these changes.

Our methods address [b(4)]

Focusing on human performance issues enables us to gauge progress toward the End Vision and tailor our approach to make the process of US-VISIT change more predictable.
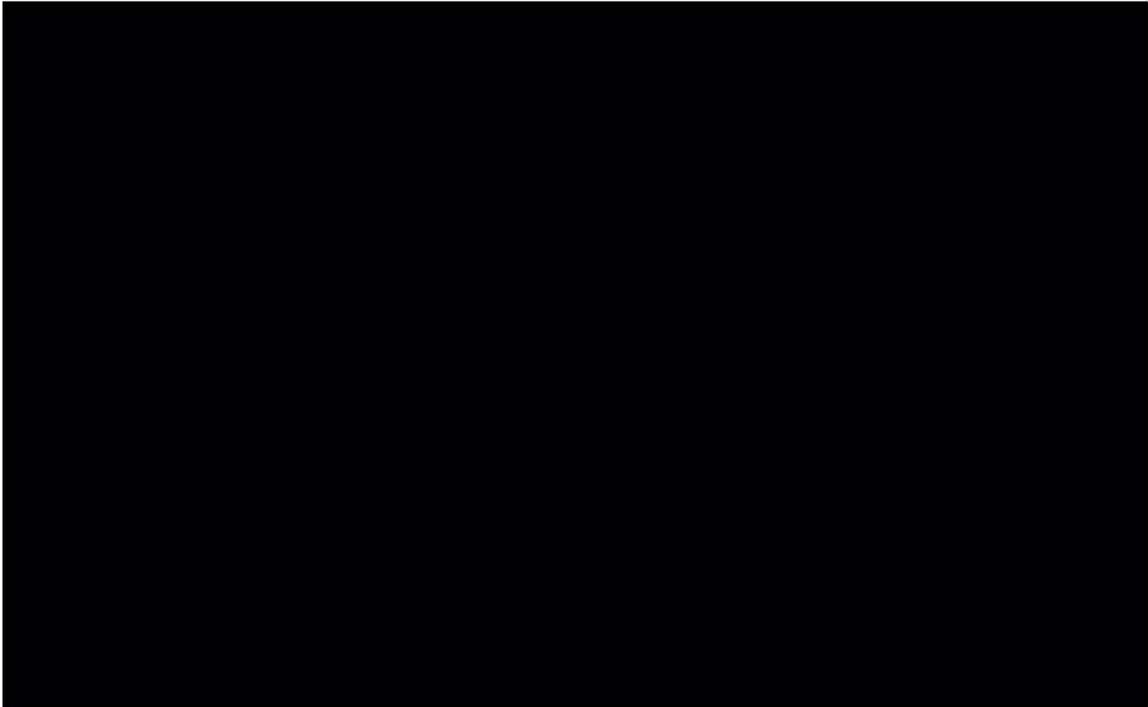
[b(4)]

3.5.2 Communication and Sponsorship

Our OCM methodology is framed by Alliance Best Practices in conjunction with the DHS Business Methodology embodying the new evolving DHS culture. In addition, our methodology is imbedded in our Enterprise Lifecycle Model.

Broad, sustained, executive sponsorship is essential for effectively promoting change in any organization. Border Transportation Security (BTS) leaders have to provide the sponsorship for change. DHS leaders at the executive and supervisory levels clarify and communicate the business drivers, key imperatives, and sense of urgency that support the US-VISIT program. Union officials are also sponsors where they represent significant user groups, as in the Customs Border Patrol. [b(4)]

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b(4) **Figure 3-9. The Accenture Human Performance Framework** b(4)

b(4)

b(4)

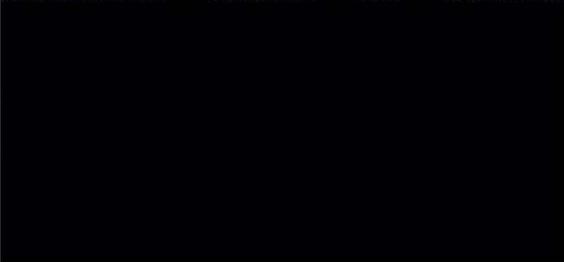Impacted policies include intra-agency, inter-agency, and international policies. For example,

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The events of September 11 changed what defined a threat to the United States, and what the public expects in terms of keeping our borders safe. The US-VISIT program brings additional tools and responsibilities to the workforce to manage these expectations. US-VISIT is an extension of and compatible with initiatives already in place addressing mission, shifting priorities, larger cultural issues, and change in assignments. For example, prior to September 11, Customs was substantially engaged in the war on drugs but after 9/11 90% of Customs Enforcement was directed toward preventing weapons of mass destruction from entering our country. Our OCM methodology is flexible to support the changing demands on the DHS organization. b(4)

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b(4)

Section 6.0, further details our Communications and Outreach Process.

3.5.4 Change Readiness and Risk Mitigation

Our change readiness approach determines how prepared the DHS organization is for a change.

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On US-VISIT, we determine the number of assessments through collaboration with DHS leadership to increase the efficiency of our efforts.

We use assessment tools such as

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Assessments are performed prior to implementation to evaluate the current DHS infrastructure and workforce competencies, identify roles and responsibilities of stakeholder groups and existing communication vehicles. In addition, we obtain feedback throughout the program lifecycle. Our assessment results provide DHS with details regarding US-VISIT implementation issues at that point in time. We use feedback to elevate issues and concerns to DHS leadership and US-VISIT program teams, and to make improvements to our OCM approach.

We envision sponsorship for the US-VISIT program cascading throughout all levels of the organization to achieve a successful implementation. Establishing a change network infrastructure that includes sponsors, change agents, users, and defining the roles and responsibilities of each group achieves success. We plan to use communications vehicles already successfully in place with user organizations.

3.5.3 Communications and Outreach

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We enlist the DHS Directorate for Management and CBP Office of Human Resources and its bureau counterparts to

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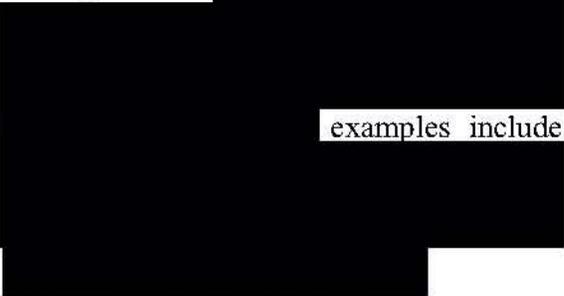
Examples of

examples include

collaboratively manage US-VISIT changes impacting all levels of the organization.

We work with key DHS executives, such as the Assistant Secretary for Policy within the Border and Transportation Security Directorate, the Program Management Staff of US-VISIT and the leaders of CBP, CIS, ICE, and the Department of State Bureau of Consular Affairs (DoS/CA), to define a high-level vision of the organizational structures supporting the US-VISIT mission. We consider key criteria such as speed of transit through POEs, other Government initiatives, enablement of the US-VISIT vision, and DHS constraints such as funding, staffing, and culture. We also use best practices and governance structures such as those already in place in CBP for One Face at the Border.

3.5.5 Organization Design/Alignment

Organization design/alignment reflects the US-VISIT strategy and serves as a key business transformation driver. Our organization design/alignment activities are shown in Figure 3-10.

with

Coun

as described in paragraph 4.1, to

This is similar to what was

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Figure 3-10. Organization alignment provides structure for aligning the US-VISIT organization and its employees to address and manage the new business processes and technology to meet desired business goals throughout the incremental change process

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accomplished through CBP's review of the roles and responsibilities of the new CBP officer and General Schedule (GS) Series.

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3.5.6 Training

Our collaborative training approach promotes development of a structured training program to prepare DHS Stakeholder groups to use the new US-VISIT business processes and technology successfully.

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b(4)

Utilizing existing DHS training materials or customizing existing training materials based on US-VISIT changes, where possible to reduce costs, we develop a well-coordinated training plan, curriculum, and materials for successful training delivery.

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After implementation, we monitor user needs

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Training Methodology and Delivery.
Our approach and methodology for educating and training DHS personnel is summarized in Figure 3-11.

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Figure 3-11. Our proven approach to training and performance enhancement delivers
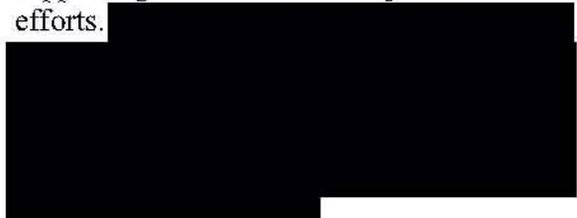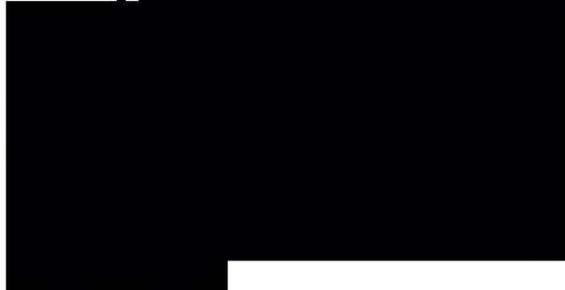
b(4)

b(4) The "train-the-trainer" approach is a familiar, frequently used technique within INS and Customs cultures, was used for the ACE implementation, and has been the primary training method for the One Face at the Border training.

We use additional methods for delivery including

b(4)

We confirm that knowledge transfer is successful through an ongoing feedback process. This process operates during training when users demonstrate readiness through hands-on exercises and after training with the successful implementation of the change. Certification of proficiency occurs through successful completion of training curriculum. The ultimate goal is to provide DHS users with the skills and

abilities to function independently and work interdependently with other Government elements such as DoS/CA.

Management Training. The goal of management training is to enable managers and supervisors to be effective in supporting awareness and job readiness efforts.

b(4)

3.5.7 Culture Change

Sustained high levels of performance depend on a culture that is cohesive, defines explicit values, and encourages work in accordance with those values. Effectively managing cultural issues is essential for the success of US-VISIT. A positive work experience is fostered by effective leadership, workforce planning, and well-targeted training and development programs. Demonstrating a genuine concern for performance issues, such as appropriate forms of recognition and rewards, is also important. Several layers of cultural issues exist, ranging from

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issues unique to DHS to those that are unique to each individual POE site. All of these layers have direct and indirect impacts on US-VISIT.

We recognize that DHS is experiencing the merging of several cultures. Our approach to US-VISIT takes into account both the diversity of user cultures and the intensive DHS transition activities. Within CBP alone 15,000 potential US-VISIT users, the blend of former Customs, INS and Agriculture inspectors as well as new hires trained as CBP officers at ports of entry present key agency challenges. Faced with implementing FAST, ACE and changes to selectivity, along with differing attitudes toward IT and IT skills, line employees at the border depend on program-to-program coordination to provide comprehensive communication and training by location.

b(4)

We support and facilitate a collaborative culture for US-VISIT. We engage multiple stakeholder groups to attend the same meetings, and we implement

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We fully commit to the achievement of successful organizational change management and business transformation for US-VISIT.

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3.6 Architecture Strategy and Overview

The Homeland Security (HLS) Enterprise Architecture (EA) Transition Plan drives our strategy for implementation of the US-VISIT architecture. The result is a component-based incremental implementation strategy, aligned with the HLS EA and the Federal Enterprise Architecture (FEA).

It is critical that US-VISIT be implemented incrementally according to and consistent with the HLS EA in order to achieve maximum business value to the Government. Figure 3-12 illustrates how we use the HLS EA to drive incremental implementation.

Our strategy for incremental implementation includes

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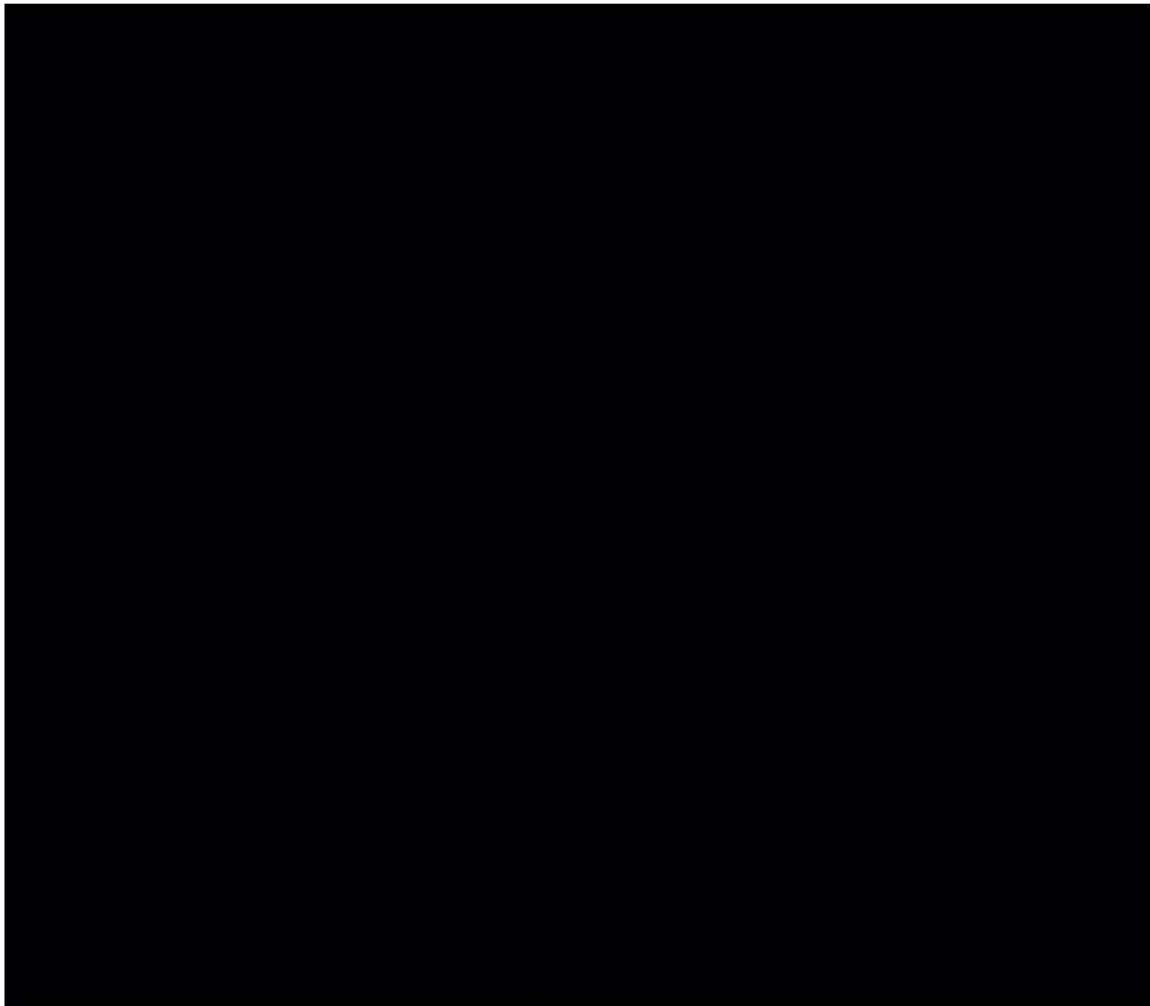## 3.6.1 Approach to Incremental Implementation through EA Alignment

Using the HLS EA to drive the incremental implementation of the US-VISIT program is important to long-term

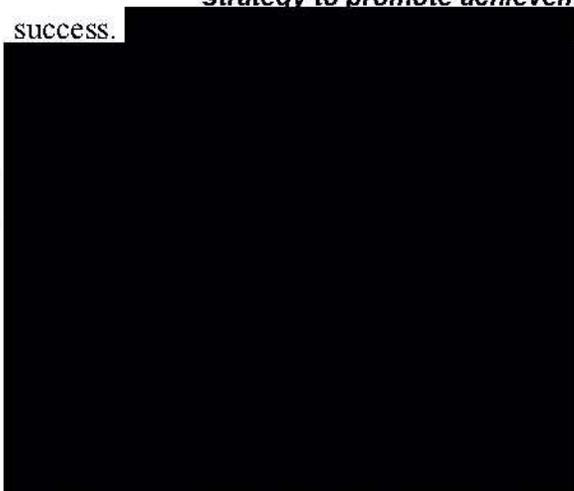**Volume 3, Part A End Vision**
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Figure 3-12. We use HLS EA to guide our incremental release strategy to promote achievement of desired business results
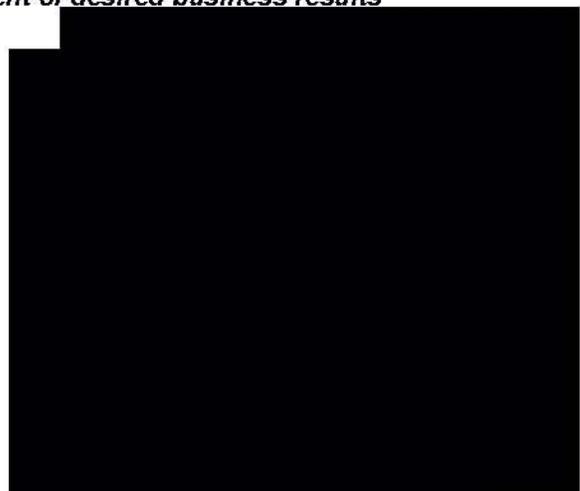
success.

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Figure 3-13 shows the steps in our strategy and how they fit into our Enterprise Lifecycle Model. See Paragraph 3.2 for details on our Enterprise Lifecycle Model.
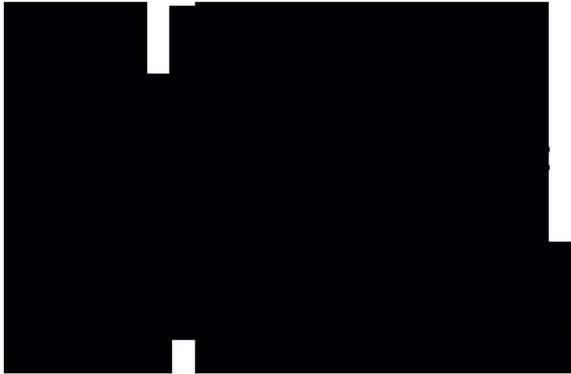
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A major element of our alignment approach is the reuse of HLS EA Patterns and Components. For example,

Our US-VISIT End Vision solution, through its EA enabled Transition Strategy and its business focus, also provide Components and Patterns required by other DHS programs back to the HLS EA. Many Components of the HLS EA value chain are supported by US-VISIT capabilities. For example,
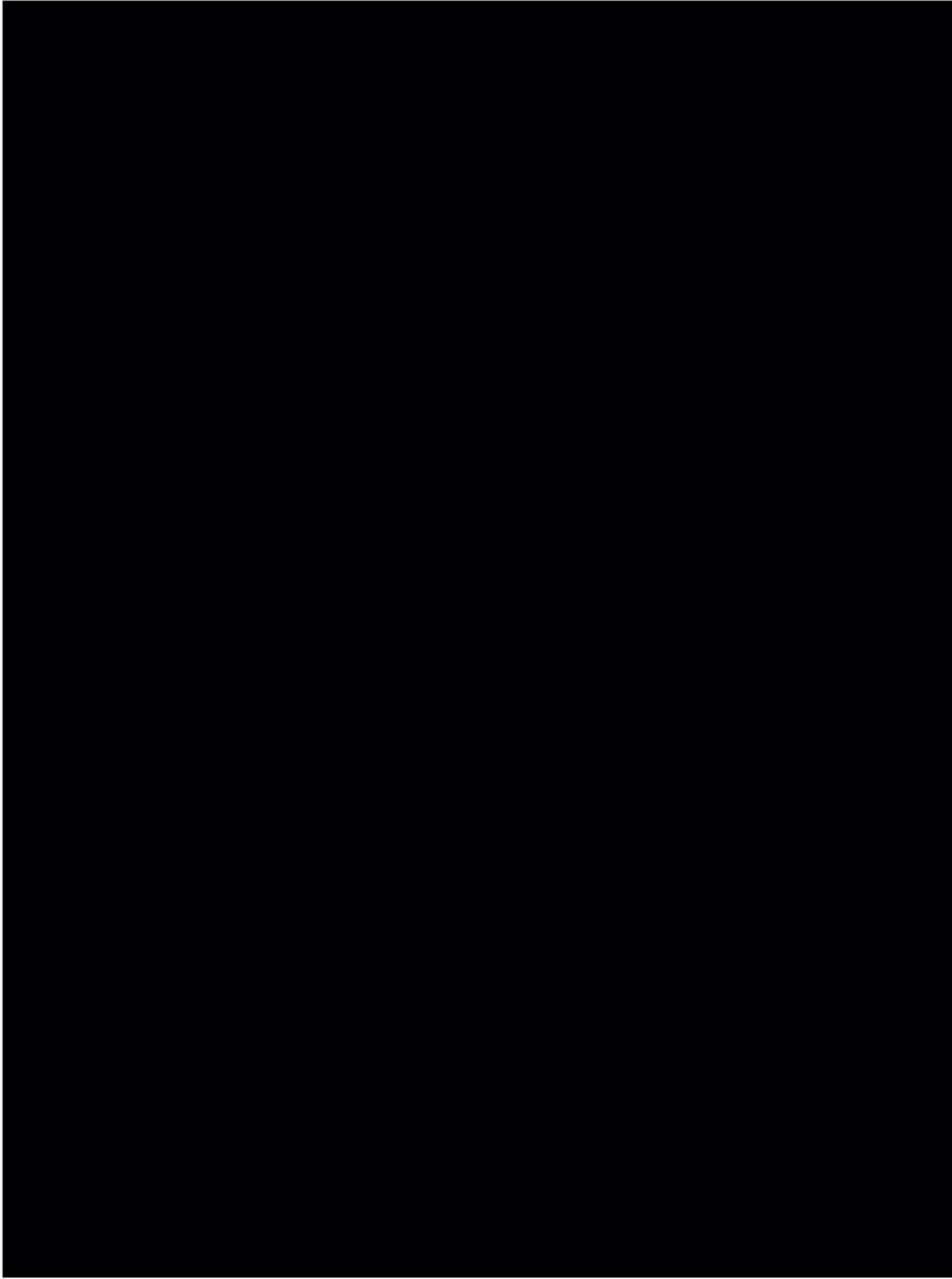
Figure 3-13. We continually align our incremental release strategy and implementation methodology with the HLS Enterprise Architecture to facilitate reuse and reduce cost

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Our experience has shown

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Business processes, supported by Organizational Change Management (OCM), focused on decreasing terrorist threats, facilitating legitimate travel, improving the operational environment of US-VISIT organizations, and working with other organizations (DHS, Federal Agencies, States and Local) are key to the success of the program.

Target Architecture. The ability to re-use existing components, improve business processes, and mitigate risk is based on a US-VISIT target architecture that is integrated with the HLS EA. The US-VISIT target architecture is the End Vision view of the Components and Business Processes required to deliver US-VISIT. Our Target Architecture re-uses or integrates with existing DHS capabilities.

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US-VISIT creates and integrates capabilities across DHS. For example, managing the removal of non-citizens is a capability currently supported by the ENFORCE program (from the HLS EA). The US-VISIT target architecture integrates the capabilities from ENFORCE within its own enforcement and investigations management capabilities. The end-state vision of US-VISIT represents a direct integration and re-use of capabilities provided by the HLS EA. Figure 3-14 illustrates the use of target architecture attributes for US-VISIT.

The target EA view of US-VISIT is not a separate architecture but represents further refinement of capabilities required within the overall HLS EA. The series of conceptual projects and their associated Components and Capabilities defined in the HLS EA become the basis for further definition of a Target EA view of US-VISIT. US-VISIT champions portions of the DHS conceptual projects focused on Port of Entry (POE) management, threat identification, law enforcement, and infrastructure. Infrastructure is important because of the vast distributed nature of US-VISIT operations. US-VISIT implementation ties to the consolidation and integration of DHS infrastructure capabilities. Consistent with DHS objectives, the US-VISIT program helps to consolidate infrastructure capabilities within border management operations.

Transition. Managing transition risk in a program the size and complexity of US-VISIT is challenging.

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Figure 3-14. Our incremental implementation supports target End Vision by efficiently integrating new and existing capabilities

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Establishing identity, for example, is part of the entry process and is sequenced in the first phase of US-VISIT, Increment 2B. Identification verification is also required in the first phase of the HLS EA. Congressional requirements for US-VISIT mandate the ability to establish identity at certain geographic areas. In addition, the ability to establish identity is core to most of the business processes across the HLS EA. The ability to target and provide information on the right person at the right time is a critical requirement across DHS. Integrating the DHS focus areas along with the transition strategy sequence into US-VISIT planning allows for a managed delivery of capabilities that corresponds with the needs of other DHS programs.

An effective transition strategy manages the gap between current capabilities and target capabilities and integrates within the HLS EA. This requires an approach that integrates the following five basic principles:

- Sequence capability delivery to manage and reduce the risk associated with the US-VISIT program.
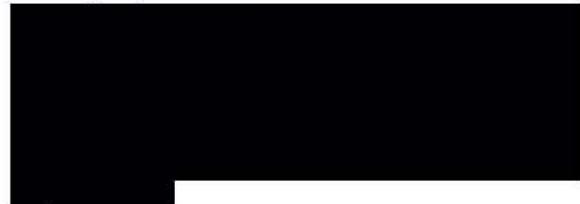
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- Focus on re-use and integration within the HLS EA. Reuse of existing HLS capabilities reduces cost, schedule, and risk on US-VISIT. Providing reusable components back to DHS furthers the HLS EA and provides better value to U.S. citizens.
- Focus first on business processes, not technology deployment. Develop the right processes for Pre-Entry, Entry, Status Management, Exit, and Analysis and then match COTS and reuse to the new processes.
- Use the EA to establish the decision economics necessary to sequence and retire systems within US-VISIT and other impacted programs. The ability to accurately evaluate existing systems and processes is critical to the success of US-VISIT.
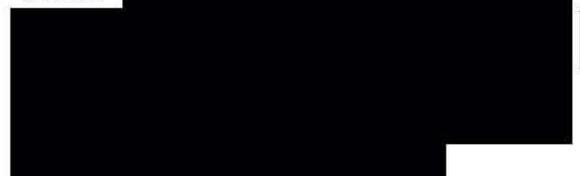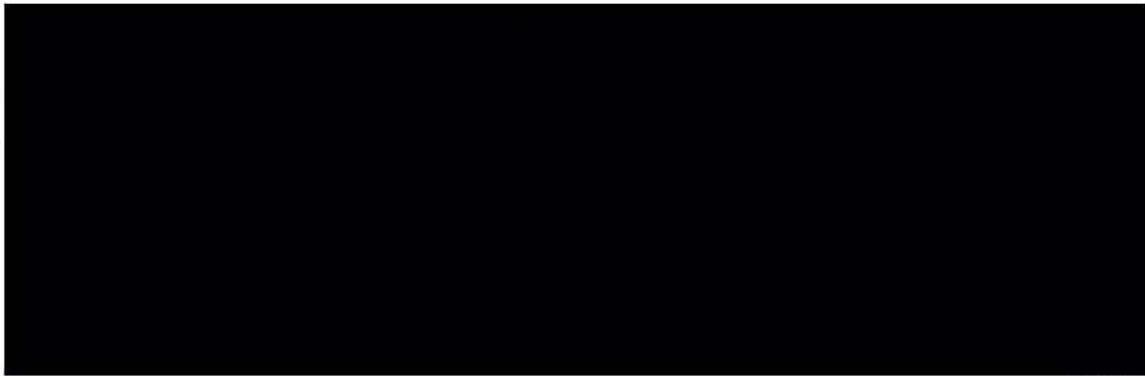
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Figure 3-15 shows a high-level view of our EA-based transition strategy is and how it deploys capabilities.

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Figure 3-15. We reuse existing DHS EA capability and create new EA capability phased in to deliver prioritized value in line with the incremental release strategy

3.6.2 Align and Advance DHS EA and FEAF

The development of a HLS EA view for US-VISIT is one component of our process for executing and managing our architecture strategy. We use our past EA experience and close ties with the HLS EA development team to keep US-VISIT aligned with the HLS EA. We understand the evolving state of the HLS EA, FEAF, and the OMB requirements.

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Key elements of our alignment strategy are:

- Reusing and contributing Patterns, Components, and Applications. This process allows US-VISIT to stay in sync with evolving standards employed across the HLS EA.

- Maintaining a view of the HLS EA that represents the business activities and drivers of US-VISIT. Supporting a consistent representation of the business processes defined in the HLS business model enables ongoing, accurate value chain analysis, better use of funding and less redundancy in processes and solutions.

- Maintaining the EA in alignment with OMB's Federal Enterprise Architecture Framework (FEAF).

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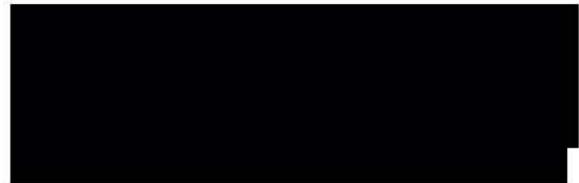
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- Supporting the OMB Capital Planning and Investment Control (CPIC) processes.
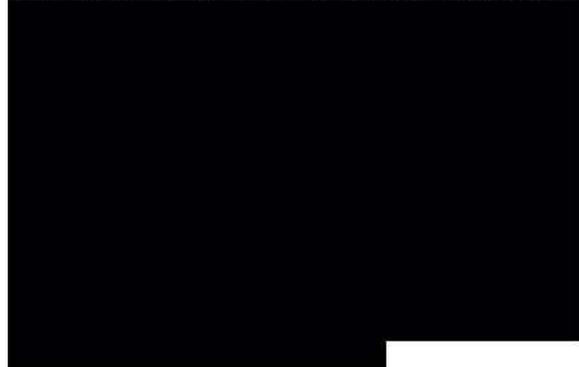
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- Our state-of-the-art Organizational Change Management (OCM) process, described in Paragraph 3.5, provides an effective outreach program to facilitate US-VISIT operational acceptance.

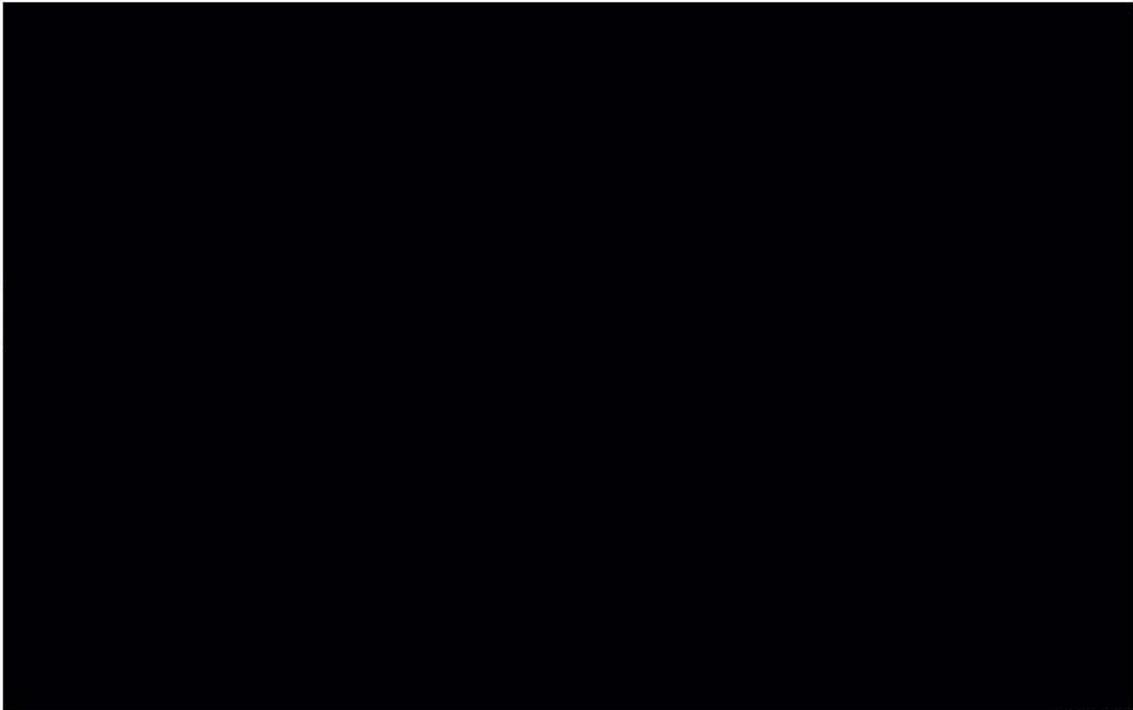Our approach, illustrated in Figure 3-16,

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DHS has created an effective foundation for the rapid deployment of US-VISIT capabilities by its development of the HLS EA. Our architecture approach builds on that foundation by using it to drive our incremental implementation strategy of the US-VISIT End Vision.
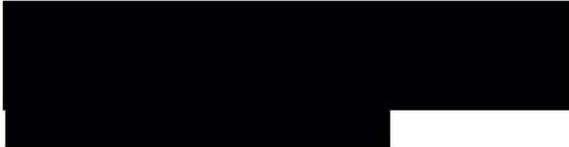
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*Figure 3-16. We promote continuous alignment and evolve our solution with HLS EA and
OMB requirements to support required changes and reduce operational impact*

3.7 US-VISIT Facilities Strategy

b(4) uses technology innovation to meet near-term mandates.

3.7.1 Our Understanding of Government-led Facilities and Environmental Strategy

The Government has developed a facilities and environmental strategy that guides future upgrades and maintenance of facilities. Our approach reflects the strategy outlined in the Industry Day Briefing, and

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Our facilities risk management approach is

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Overview and Constraints. Many facilities are undersized or contain aging infrastructure that does not support projected IT requirements and current safety standards. However, funding for constructing new facilities is limited. Our End Vision planning, scheduling and program management approaches support the management of incremental improvements

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Facility and Environmental Approach. Figure 3-17 shows several End Vision solution. Examples include

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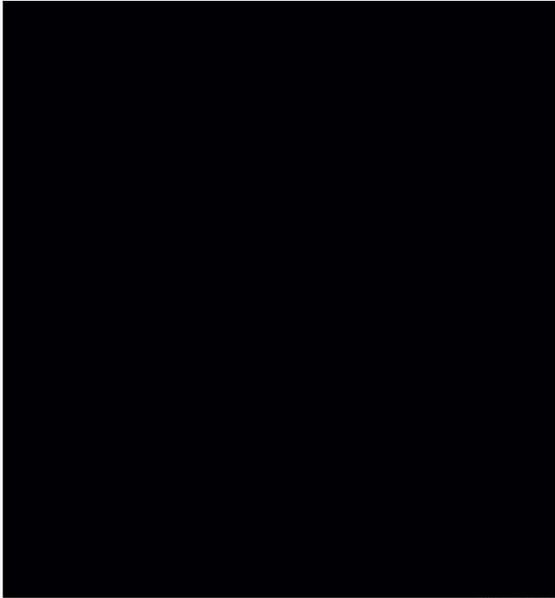Source Selection Information – (See FAR 3.104)

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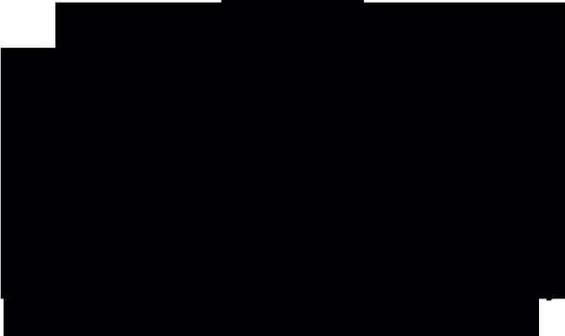
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Figure 3-17.

We comprehensively plan, through our incremental release strategy, balancing schedule, cost, implementation complexity and minimizing the impact on POE operations.

Cooperation with Government. We are your team and onsite advisor on facility and environmental issues. We are an integral part of the GSA partnership by supporting your facilities team members with requirements definition activities. Figure 3-18 summarizes our approach to partnering with the Government.

Our architectural and engineering (A&E) team works with Government selected local firms in planning upgrades and maintenance.
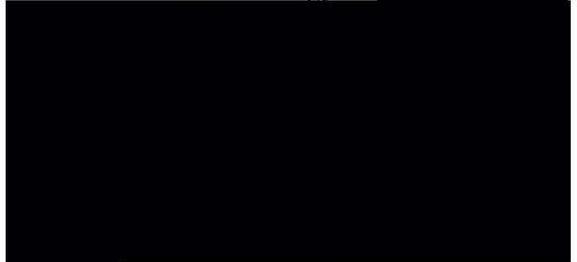
We have the knowledge and experience to make your facilities and environmental program succeed.

Mission Operations Center (MOC). The MOC is another way we implement our facility-lite approach. Initially, existing data centers and contractor facilities will house systems, equipment, and personnel used to perform system monitoring, data analysis and performance measurement tasks. Figure 3-19 summarizes key MOC views. The virtual MOC portal presents entry and exit data, analysis, system status, and integrated project management information, available to all authorized stakeholders in customized reports. Program leadership maintains centralized oversight of the entire enterprise.

Integrating Our Understanding of Government Strategy.

to assess the environmental opportunities and constraints on proposed projects.

Our strategy provides the

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Figure 3-18. Our top rated construction and program management-for-fee team is expert at minimizing schedule and cost overruns, resulting in efficient upgrades and decreased impact to operations
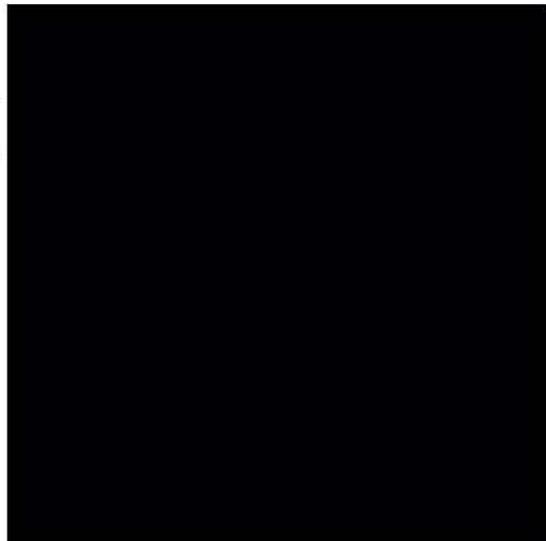
earliest, most positive operational impact, within the analyzed risk factors.

3.8 Performance Management/ Engineering and Capacity Planning

Our performance management techniques track key technical and program indicators that drive business results. We use

USVP-103

Figure 3-19. Our MOC

framework, and align our measures of technical performance to mission objectives. Figure 3-20 outlines our performance engineering process phases and associated benefits to DHS.
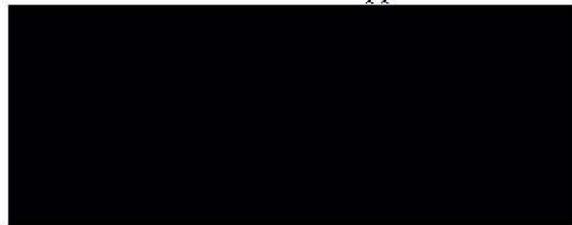
3.8.1 Performance Engineering Approach

Accenture's tightly integrated and proactive performance management and engineering methodology provides incrementally and tactically deployed capabilities as more legacy data is integrated. We weave performance engineering throughout the systems engineering lifecycle to minimize risks.

Our incremental approach uses

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Figure 3-20. Our performance engineering methodology drives the systems engineering process to completion, providing a more fully integrated system
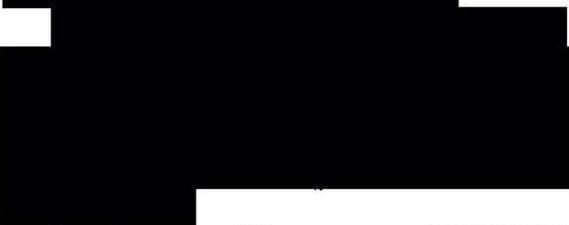

identify early opportunities for enforcement actions. We improve the overall entry/exit process to improve customer service.

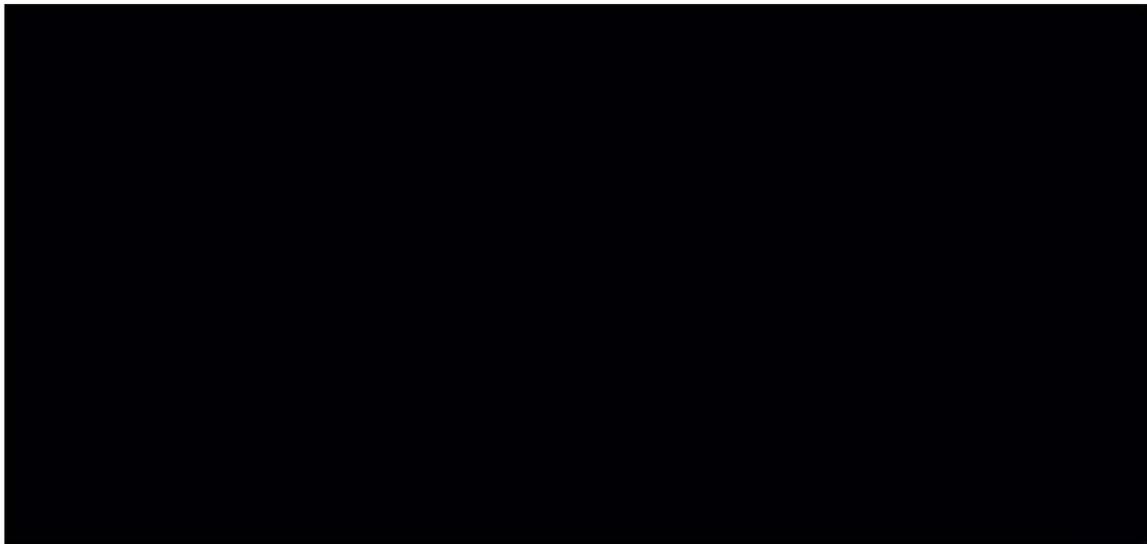Figure 3-21 shows an example relating technical metrics to improved operations.

Performance Management. US-VISIT performance measurements and metrics are a highly visible scorecard used by the Government to evaluate the operation of the system. The Government can gauge the effectiveness of current spending in addressing operational problems and justify future funding, in accordance with the CPIC process. We analyze and react quickly to unfavorable metric trends.

We measure and monitor mission, financial and technical performance metrics and indicators to forecast increases in traveler processing cost and time, and

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Figure 3-21. Our performance engineering approach b(4)
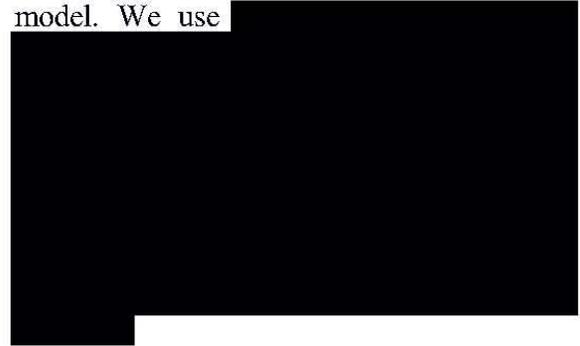
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Capacity Planning. We proactively manage capacity planning from network, application, and facility perspectives.

Sprint currently provides the capacity planning service for existing for INS (ICENet), Customs (CBP), and DHS networks.

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Figure 3-22 shows our capacity planning model. We use

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Figure 3-22. Our predictive modeling b(4)

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Performance Modeling.

National level organizations use the modeling tool to review long-range impacts to their infrastructure and facilities. They can review how permanently converting an exit lane to an entry lane improves operations, or how a facility expansion affects the surrounding environment. They can then determine whether the disruption during construction and the expected costs are justified.

Alignment of Metrics with Business Goals.

At the regional or district level, a manager uses the modeling tool to assess the impact on an announcement that a nearby POE has been closed due to facility damage from a storm. The manager can also monitor ongoing installation projects that may require rescheduling of or additional training activities. Managers have advanced warnings to redirect or procure resources regionally to meet expected demands.

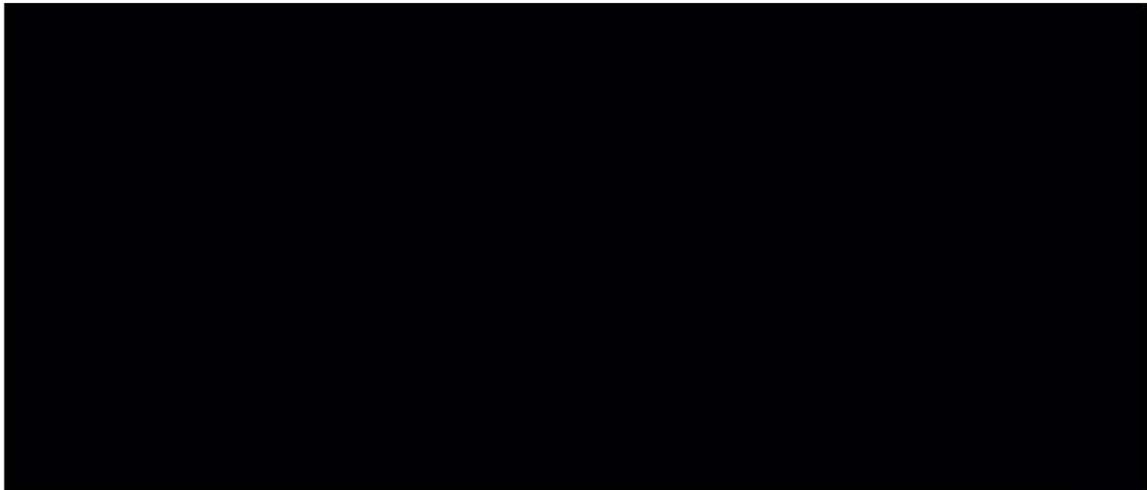Figure 3-23 shows a commuter lane scenario involving our POE modeling tool.

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Figure 3-23. We employ POE operational modeling b(4)

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We use an

We have the
experience to provide the comprehensive
security and privacy approach necessary to
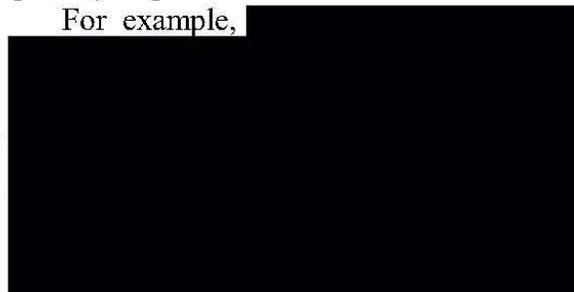gain and maintain the trust of domestic and
international stakeholders.

This thorough
reporting enables the Government to
analyze its return on investment from all
perspectives and view the complete
US-VISIT picture.

Figure 3-24 illustrates our security and
privacy strategy. We have a broad
understanding of the laws and regulations
effecting US-VISIT, including the Office
of Management and Budget (OMB)
regulations, Homeland Security
Presidential Directive 7, Federal
Information Security Management Act
(FISMA), Security Act of 1987, Privacy
Act of 1974, E-Government Act of 2002,
and Fair Information Practices (FIPS), and

3.9 Information Security and Privacy

US-VISIT requires a robust and
effective information security program.
We have the breadth of national security
experience to satisfy both the security and
privacy requirements of US-VISIT.

For example,

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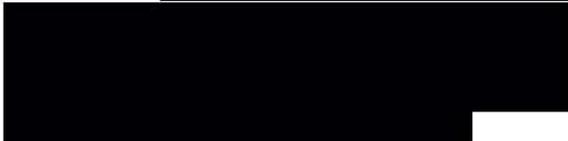*Figure 3-24. Our security strategy for US-VISIT*

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against today's increasingly sophisticated cyber threats is a challenging task for any organization. This task is more challenging for US-VISIT due to constant social and media scrutiny and, privacy issues related to its management of sensitive and personal data.

Our security approach is based upon the lessons learned from a myriad of experiences and uses our highly rated security processes.

Security Strategy. Developing and sustaining robust security architecture

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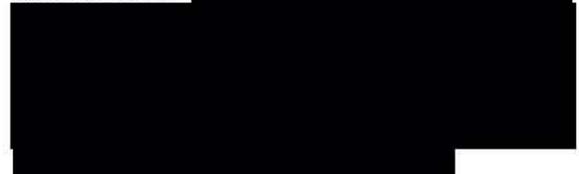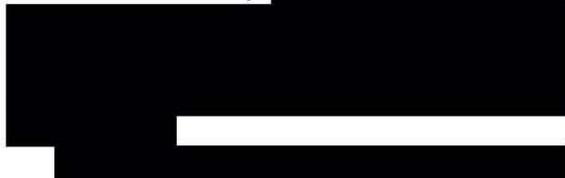**Figure 3-25. Our security methodology,**

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Technical Security. US-VISIT accesses and manages data with various levels of sensitivity.
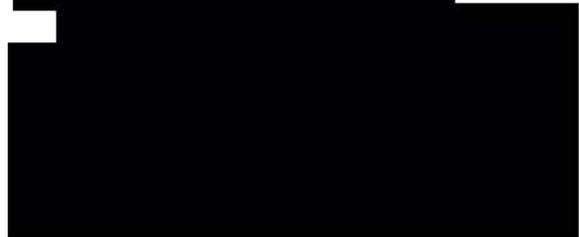
Figure 3-27 illustrates the management, operational, and technical measures used to separate and protect information.

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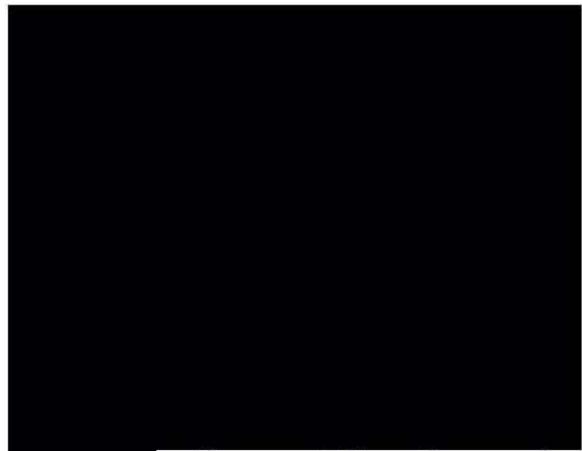
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Figure 3-26. [b(4)]

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*Figure 3-27. We implement security
controls using* [b(4)]

Figure 3-28 shows the integration of security into our ELCM.

Security Operation and Maintenance. We understand and appreciate the challenges facing the US-VISIT program in achieving its privacy and information security goals. We possess expertise across all levels of Information Assurance (IA), from defining and implementing security

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Figure 3-28. We apply best security practices throughout the lifecycle

policy to risk assessment and vulnerability management. Additionally, our past performance successes at GAO, Department of Health and Human Services (DHHS), DOL, EPA, FEMA and DOI provide valuable lessons learned. Our ability to work with highly classified, multi-level information has been proven on Department of Defense projects including Medium Grade Messaging, Global Information Grid, Global Command and Control System, and the Global Combat Support System.

The security policy details staff responsibilities, rules for the use of resources, and explains how sensitive information must be handled. The policy embodies management level priorities and trade-offs, allows staff to become active participants and reduces the risk of security breaches through inadvertent actions.

The most effective defense is to eliminate vulnerabilities and exposures before an incident occurs. Figure 3-29 shows our vulnerability management process.
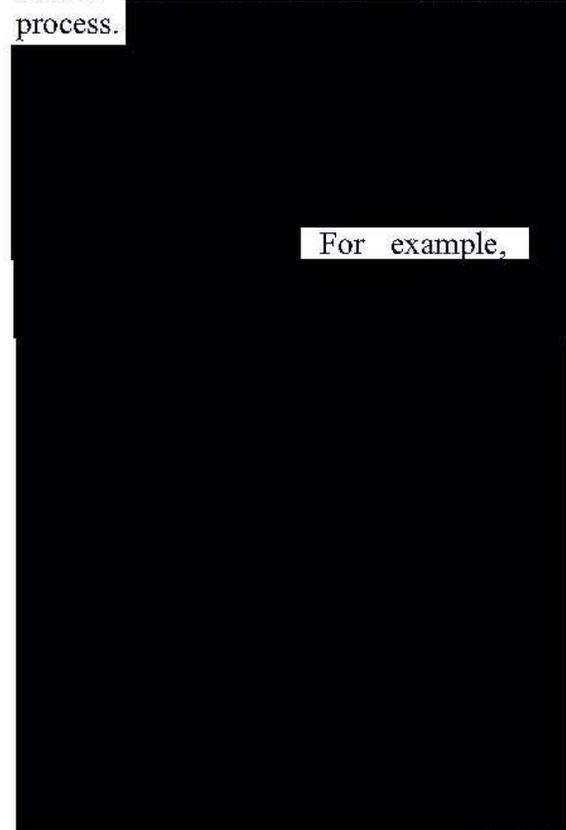
For example,

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Figure 3-29.

method to manage US-VISIT IT risks

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Disaster Recovery. A disaster recovery / business continuity plan is a critical part of security planning. We assisted the GAO, the DHHS, and the National Institutes of Health (NIH) in assessing, designing, and implementing their end-to-end Disaster Recovery Plans (DRP). Our process includes examining business processes and determining financial impacts and recovery timelines.

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Once the DRP is developed, it is subjected to rigorous analysis/ testing by experts that have been involved in real occurrences of similar situations. Feedback from this process is used to fine-tune and maintain an end-to-end disaster recover plan.

We recognize the importance of developing an accurate availability risk assessment, and achieving Certification and Accreditation (C&A) of US-VISIT systems within the defined timeframe, as required by OMB and FISMA. We b(4) performed system C&A for the DHHS, Peace Corps, the Centers for Disease Control (CDC), DOI, GAO, and DOL. Figure 3-30 shows our C&A process flowchart. Certification provides an independent verification that the planned security controls are correctly employed, maintained, effective, and that the documentation reflects the current situation. Accreditation compels management to review the cost versus benefits of security, and accept the residual risk of the security approach. Post-b(4) accreditation,
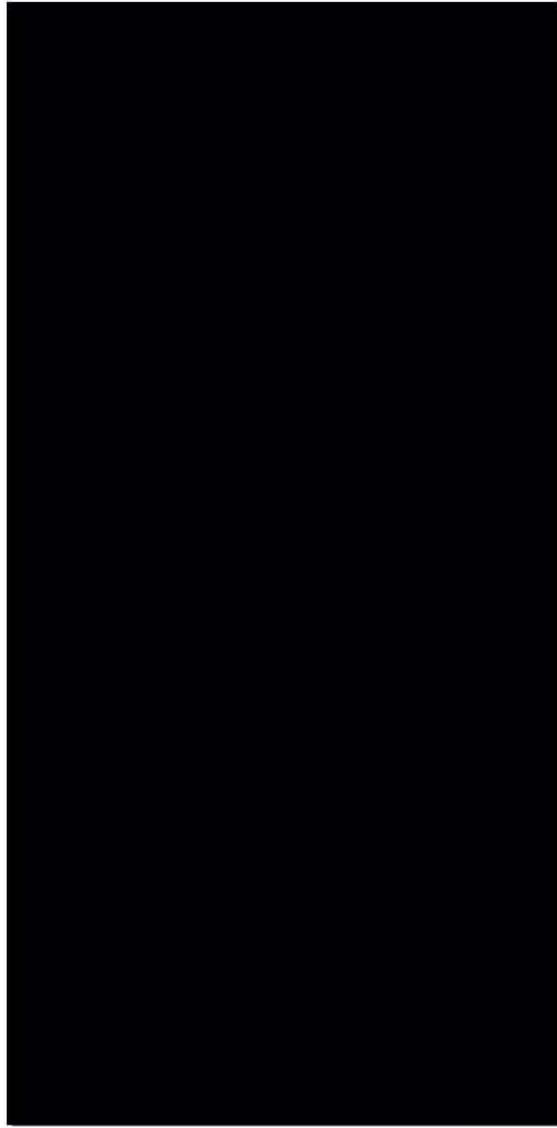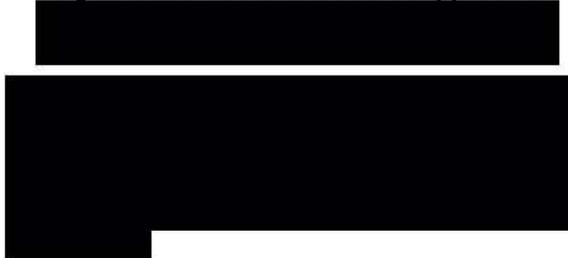
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Figure 3-30. Our refined C&A approach

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Privacy. US-VISIT must address privacy issues from a number of different perspectives, such as legislation, international legal agencies, and individual travelers' rights. The complex relationship between information security and privacy protection is significant and difficult to

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harmonize. These areas have similar but incompatible goals. Privacy is both essential to the success of US-VISIT and at odds with meeting US-VISIT security goals.

Figure 3-31 demonstrates our understanding of the complex relationship of security and privacy.

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We

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a well-defined System of Records Notice, then

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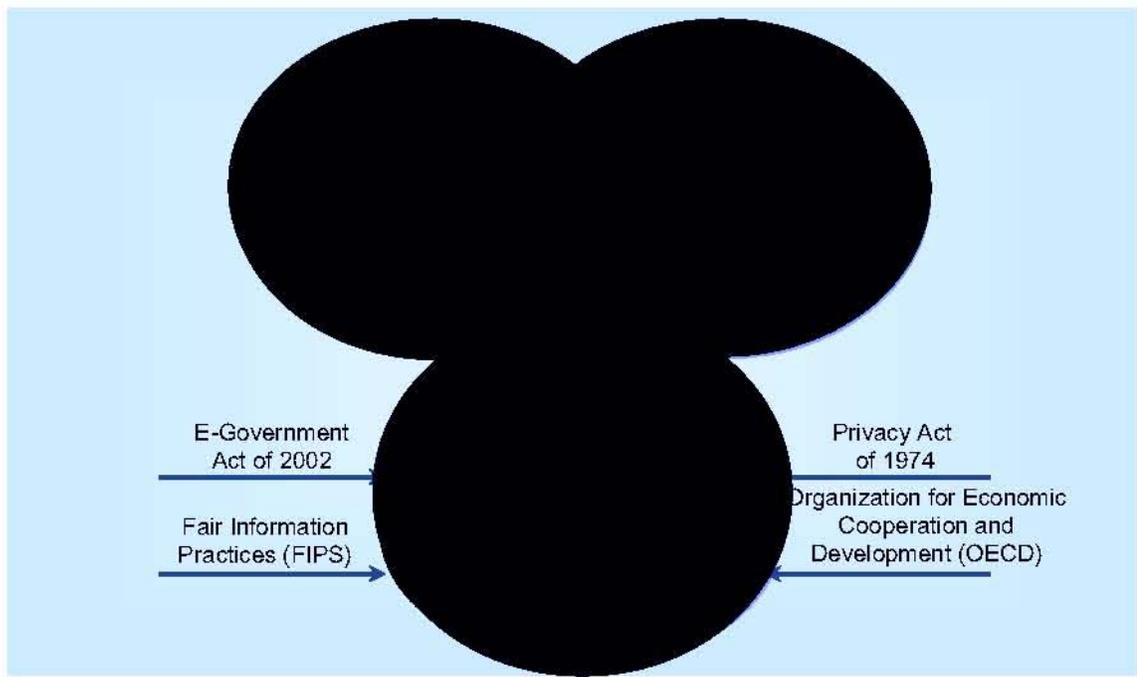We conduct a Privacy Impact Assessment (PIA) to identify both

the policy and technology risk of the program with respect to privacy. We use

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The use of

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E-Government Act of 2002

Fair Information Practices (FIPS)

Privacy Act of 1974

Organization for Economic Cooperation and Development (OECD)

USVP 130

Figure 3-31. We understand the relationship between Privacy and Security **b(4)**

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