

TABLE OF CONTENTS

SECTION	PAGE
Section 1: Introduction	1
Section 2: Design Proposal	2
2.0 Introduction	2
2.1 Design Concept	4
2.2 Site Organization	5
Section 3: Visual Representation	6
3.0 Introduction	6
3.1 Visual Representation Design Examples	6
3.1.1 Social and Mobile Connections.....	11
Section 4: User Experience Design Methodology	13
4.0 Introduction	13
4.1 Site Navigation.....	13
4.1.1 Use Case 1: Average American Citizen.....	14
4.1.2 Use Case 2: Government Agency Employee.....	14
4.2 Iterative Transformation Approach.....	15
4.2.1 The Framework: Information Management – A Holistic View	16
4.2.2 The Prime Directive: Manage to the Desired End Result.....	17
4.2.3 The Focus: Data is the Foundation –Success is Built Here	17
4.3 KPMG’s Methodology	18
Section 5: Technical Approach and Planning	22
5.0 Introduction	22
5.1 Technical Approach	22
5.1.1 MOSS 2007 Advantages	22
5.1.2 Production Environment.....	23
5.1.3 Proposed Work Plan and Estimate – Draft WBS for Spiral 1	27
5.1.4 Proposed Project Schedule	28
5.1.5 Deliverables	29
5.2 Staffing Plan	29
Section 6: Exceptions	30
Section 7: Conclusion	30
Appendix A: Proposed Key Personnel Resumes	31

SECTION 1: INTRODUCTION

Recovery.gov must be the direct link between the citizen and the Recovery. Citizens, no matter their level of technical or political expertise, must be able to deeply engage with the Recovery and monitor its progress in their local communities and on a national level. Realizing this potential for Recovery.gov begins with a team philosophy imbued with transparency and openness and then continues into a disciplined approach to developing the complex data and graphical systems to ensure that those standards are met.

Recovery.gov must be a model of transparency. Recovery.gov must be open. The data behind the website must be open. Users must be able to collect, manipulate, and display authoritative recovery data on their own site and on Recovery.gov. Creating a truly open environment for collaboration will achieve a number of key objectives – 1) ensure that citizens engage with the data, 2) provide the best possible data visualizations, 3) demonstrate a commitment to transparency.

In addition to creating our own compelling data visualizations and tools for customizable visualizations and widgets, we will engage developers in the user-base to participate in creating new tools for data visualization. This free exchange of services reflects the Recovery.gov mantra of transparency and openness. It fosters the sense of community that is tied to this endeavor. It also greatly enhances the potential of the site. Instead of limiting the site's development to a small set of contracted professionals it opens it up to a new realm of solutions and creative insights. We will encourage this throughout our stewardship of the site and find innovative ways to reward and showcase the individuals or group that freely provide new capabilities and visualization services.

To illustrate the impact of the new Recovery.gov, our team has imagined some of the citizens who will be affected by the new site. These serve as a guiding light and an inspiration for our efforts; indeed, it is through creating a site for them that we will enable the transparency that the effort of our economic recovery demands.

On the new Recovery.gov we will watch the YouTube video of a father who has finally gotten back to work – working on a ecologically friendly transportation project that cannot be outsourced – as he speaks about the pride he feels coming home to his family after a long days work building a new transportation infrastructure.

On the new Recovery.gov we will see the Flickr photos that a retiree has tagged of the Recovery-funded infrastructure projects in her community. While many of these are examples of gleaming new wind turbines or a new high-speed rail line, one photo draws the attention of other users on the site because it shows dead trees being planted along the side of a road. Driven by its viral popularity, the photos “rise to the top” and brought

to the administrators of the fund. An investigation ensues and the recovery program is made more efficient.

A congressman will post a new Recovery.gov widget on his website, tracking all of the ARRA funds that have been invested in his district. He will pull this widget up on his iPhone.

On the new Recovery.gov we will make available customizable widgets so that users can that a hyper-local blogger in Portland, Maine can post in his sidebar to track the funding.

On the new Recovery.gov we will communicate broadly with vast constituencies of citizens where they are. Recovery.gov will come to you, even if you do not come to us. We will come to you on Twitter and on Facebook, we will come to you on YouTube and via government websites, we will work with old-media and with new media to get our message out.

On the new Recovery.gov we will make our data open in the most accessible data formats on highly available servers. We will allow you to make custom RSS feeds that generate the specific data that is updating in your community. We will empower users to collect data and then submit their visualizations back to the site.

On the new Recovery.gov we will see dynamic, powerful charts, graphs, and maps linked to the real story of the Recovery of our economy and the development of our future...

Our team has the creative power to bring this vision to life. We have assembled the experts that understand the financial data. We have rich expertise in knowing how users can best view and comprehend the data. And our technology experts have experience in delivering fault tolerant, secure, and robust enterprise platforms under compressed timeframes.

This proposal outlines our innovative approach and demonstrates our commitment, exuberance, and forethought in working with the Recovery.gov team in deploying this solution of national importance.

SECTION 2: DESIGN PROPOSAL

2.0 INTRODUCTION

As an average citizen, the most poignant information sought is "how does the stimulus affect me and my community?" Recovery.gov has an opportunity to enable the average American citizen to participate in the transparency of, and accountability for, the American Recovery and Reinvestment Act of 2009. Through the expansion and enhancement of the Web site prescribed in Section 1526 of the act, we will engage

Recovery.gov's audience and present to them an innovative Web 2.0 experience. Our expert design team will utilize state-of-the-art user experience design coupled with a deep understanding of both the act and usability best practices to codify the incoming data-stream into cohesive, relevant data points to increase awareness and understanding for users of all levels.

To facilitate transparency and to engage the audience, a deep understanding of the user's perspective on the act is required. Our extensive government experience has enabled us to take a user-centric perspective on both the organization of the site content as well as the content itself. While access to the mechanisms that comprise the bill is public record and available to all citizens, the meaning behind the act can become obscured by legal language that provides no context to the average American citizen. Our approach to building a highly-usable, intuitive user-experience to the widest variety of constituent audience members centers on translating government economic syntax into messaging and context to which the user can easily relate.

For demonstration purposes, we have focused our work around providing context for three distinct audience segments:

- An average citizen seeking information about how the stimulus will affect them and their locality.
- A federal agency employee seeking information and statistics.
- A member of the press seeking statistics and story ideas involving stimulus spending.
- A member of the open source development community that can extend solutions out to the American people in a free flow of information and transparency.

Though each of these audience segments may have a distinct motivation for visiting Recovery.gov, we have utilized consistent user experience design throughout all areas of the site. To facilitate transparency, we have developed a flattened user experience design that not only prioritizes simplicity for the average American citizen, but provides intuitive access to all user groups. This allows all users to visit all areas of the site in an efficient manner to access information via a method of their choosing. This flat, easily navigated structure reinforces the site's overarching goal of transparency.

To meet the aggressive deployment schedule specified, we have developed a strategy to migrate the existing site content as well as add innovative Web 2.0 functionality to Recovery.gov. This approach will combine leverage of third party social networking sites with technology that will be built into the Recovery.gov site itself. This will allow not only the widest reach available, but will also provide users with a means to share information with both the administration and other users. This approach ostensibly creates Recovery.gov advocates out of each user that leverages the functionality to engage in dialog about the recovery.

As this site will serve as a portal, or gateway, for all information regarding the stimulus, it will need to be accessible by all audiences. We have provided off-site links to the various agencies, states and localities from which users may seek additional information

regarding the ARRA. This off-site linking strategy provides both a service to the user by serving as a true portal to the information they seek as well as enhancing the organic search results for Recovery.gov amongst the most popular search engines.

To enhance the user experience for all users, we have developed a prototype utilizing only ADA Section 508 compliant methods and technologies. Everyone on our design

team are experts in developing solutions that meet 508 compliance regulations and utilize the latest certification methods to ensure that all deployments meet, and often exceed, the requirements of the Americans with Disabilities Act.

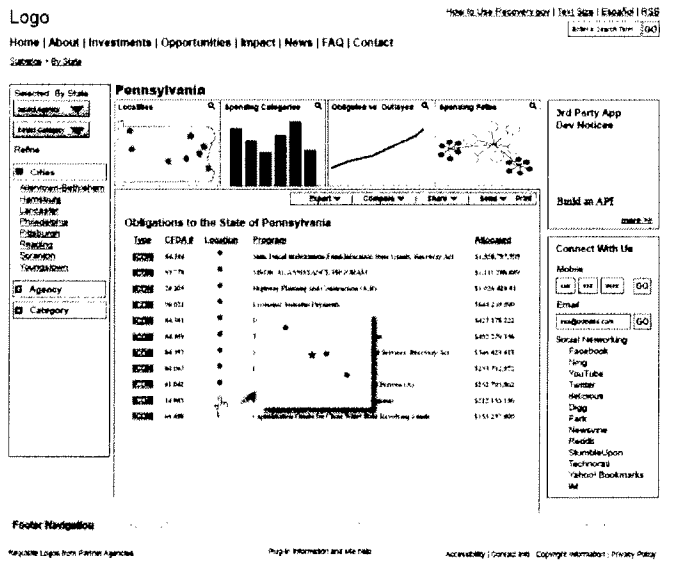


Figure 1. Recovery.gov Wireframe Sample.

Timely, fresh and dynamic content will keep users coming back to the site. We have included in our proposal the development of content and messaging, both written and graphic – to enhance the user experience, and to build and retain a strong user-base. Content development can be the most challenging, and overlooked,

task involved in site development. Video, audio and rich media immerse the user in messaging that reinforces the goals of the site and prompts the user to not only visit the site, but participate in the dialog. We retain a team able to develop all forms of content, from interactive rich-media to streaming video content.

2.1 Design Concept

The overarching design concept centers on providing users with choice. Regardless of the user's level of usability acumen, each will have multiple methods with which to view the information on the site. Every element of the design, from the user experience design methodology to the graphic design of each button, retains the principles of user-centric interactivity. Through the use of innovative, yet familiar, methods of Web 2.0 functionality, we have provided users with not only a choice in terms of interaction, but a voice with which to respond and participate.

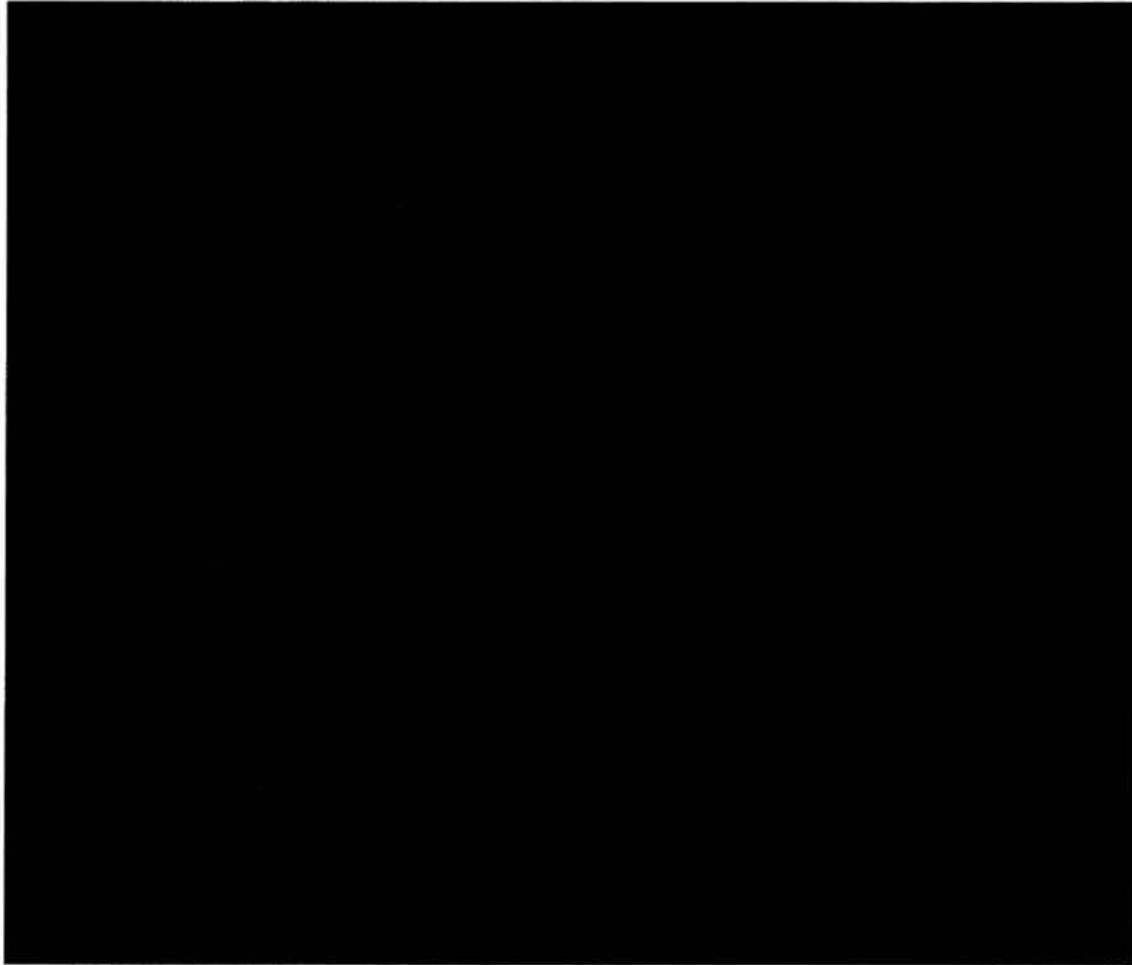
Our design proposal allows users to access data via the method that best meets their needs whether it is via a spreadsheet-style list or dynamic, animated, graphic data visualizations presented in Flash. By allowing users a wide variety of data visualization options, we ensure that each user understands not only the factual information provided, but the deeper contextual meaning surrounding those facts. At the core of the design solution is an individual project. By focusing on the individual projects, we will be able to design a solution that provides drill down capability into any level of detail needed – from the user seeking information about a project across the street to an

agency employee tasked to report on spending for a certain state or region to a reporter seeking information on the number of tons of concrete generated by stimulus dollars.

Our proposal, as requested, includes a phased implementation approach. To maximize the effectiveness of our efforts during the aggressive implementation schedule, we are recommending the use of both in-site Web 2.0 technologies as well as third-party social networking solutions. Our proposed breakdown is as follows:

- **In-Site Solution:** (1) User-feedback capabilities; (2) Functionality for users to share content on various external sites; (3) Functionality to send content via e-mail or SMS; (4) Functionality for users to sign-up to receive stimulus news via a mobile device; (5) Search functionality; (6) Geographic Information Systems functionality to provide rudimentary localization; (7) RSS feed functionality; (8) Various Flash-based rich media applications; and (9) User provided content (photos, video) per project.
- **Off-Site Solution:** Facebook, Ning, Twitter, YouTube, Vimeo, Flickr, etc.





SECTION 3: VISUAL REPRESENTATION

3.0 INTRODUCTION

The visual design approach centers around developing a look and feel that provides the widest variety of audience members with a friendly, clean look and evokes a feeling of national pride and inclusion. The simple and elegant approach serves all audiences by providing a professionally crafted aesthetic to an all-inclusive design strategy. One hundred percent 508 compliant design techniques, meshed with innovative functionality such as dynamically generated data visualization reinforces Recovery.gov's commitment to meeting the needs of all audiences.

3.1 Visual Representation Design Examples

Figures 4, 5, and 6 provide an overview of the Home Page Design as well as the Sub-Level Web site and Data Visualization concepts of our proposed Recovery.gov Web site design.

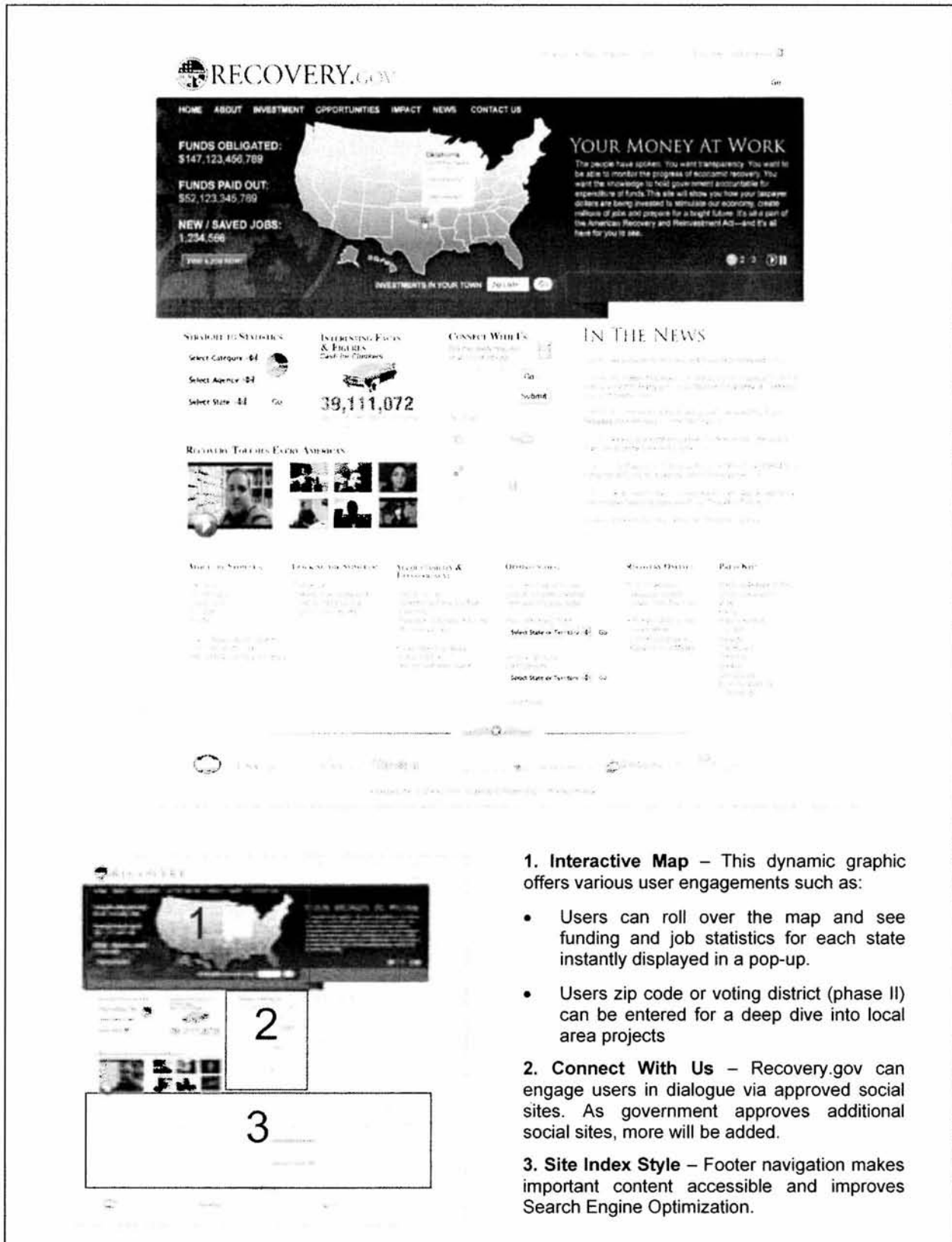


Figure 4. Home Page Design

1. **Interactive Map** – This dynamic graphic offers various user engagements such as:

- Users can roll over the map and see funding and job statistics for each state instantly displayed in a pop-up.
- Users zip code or voting district (phase II) can be entered for a deep dive into local area projects

2. **Connect With Us** – Recovery.gov can engage users in dialogue via approved social sites. As government approves additional social sites, more will be added.

3. **Site Index Style** – Footer navigation makes important content accessible and improves Search Engine Optimization.

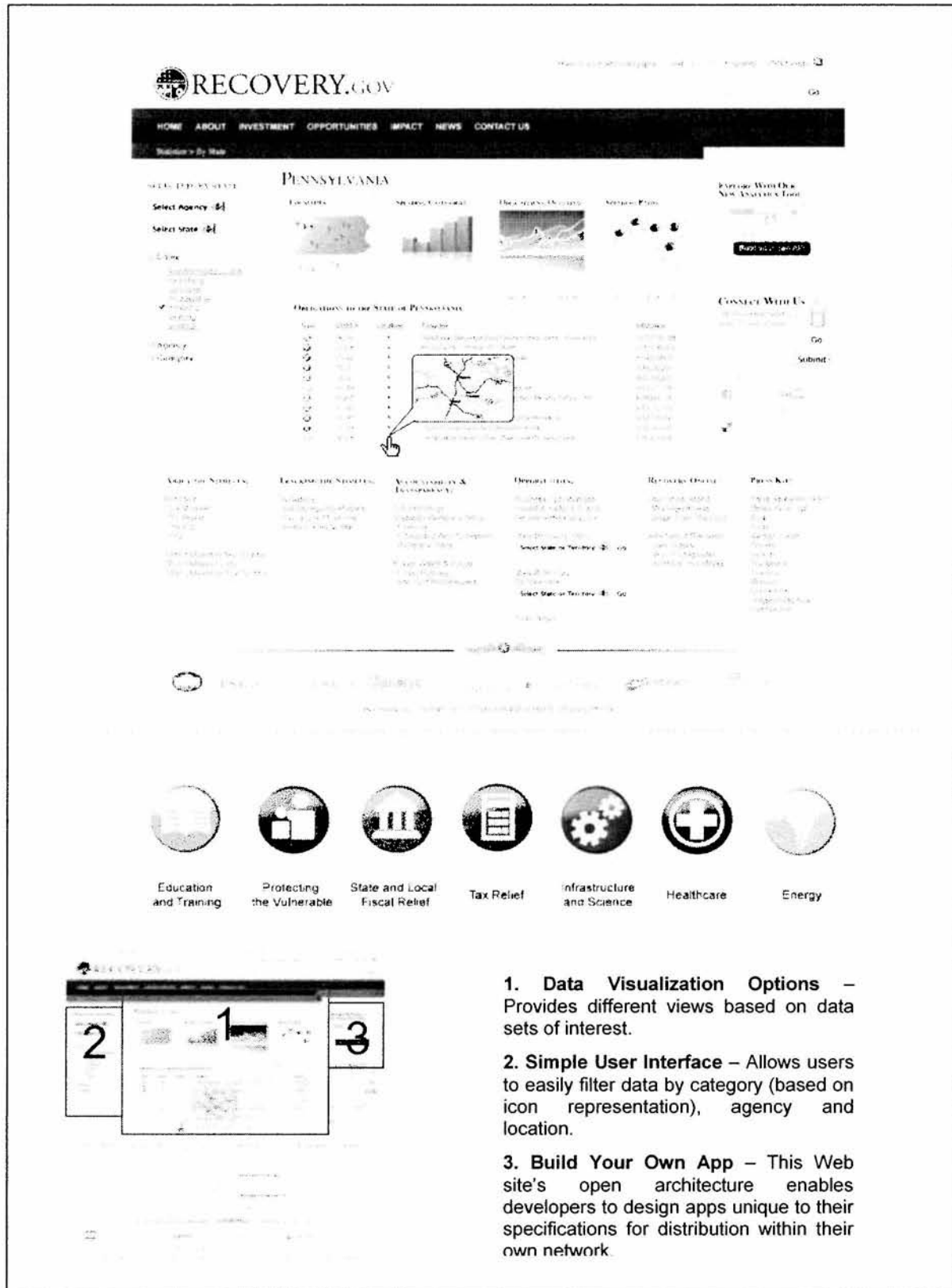
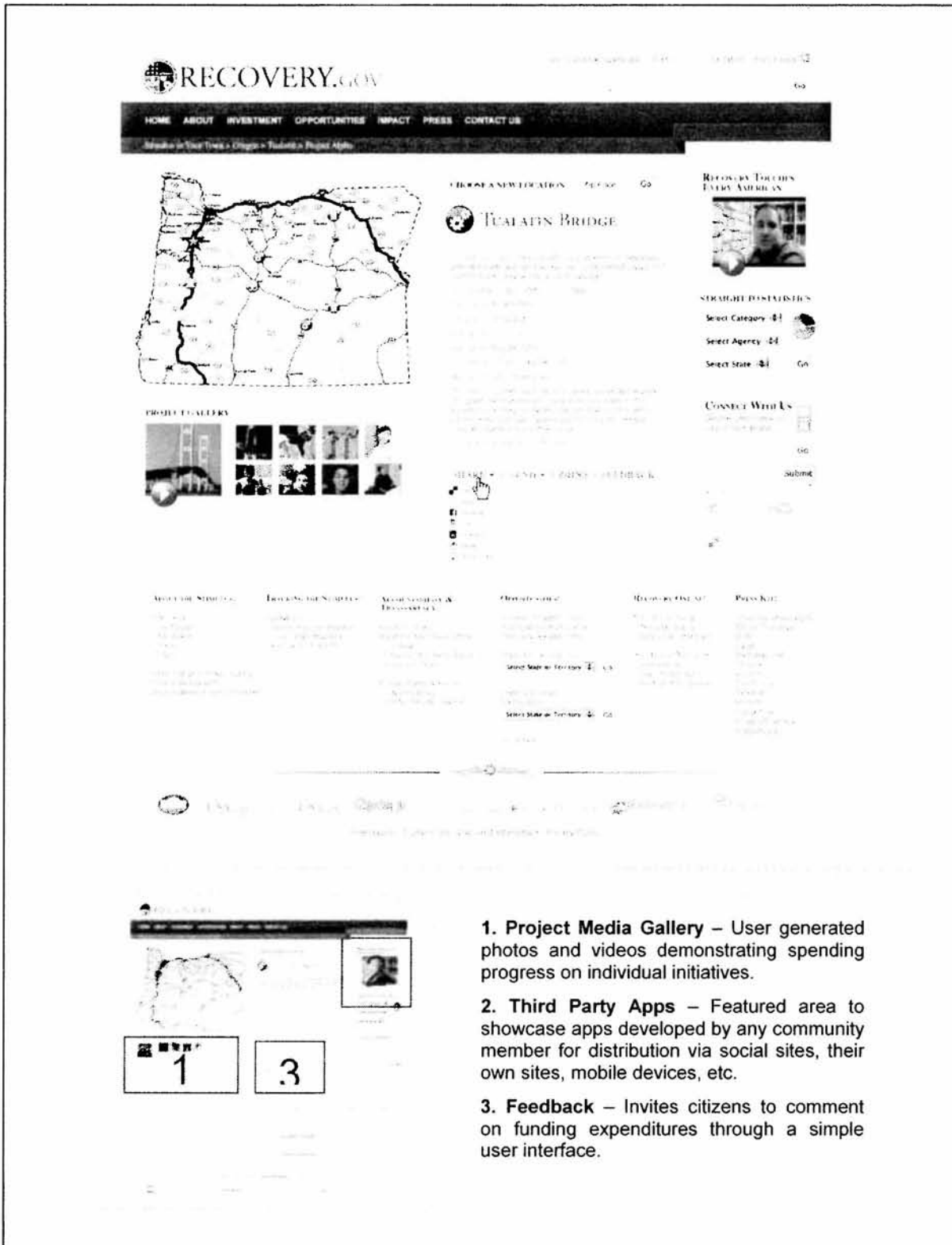


Figure 5. State Detail – Sub-Level Design Including Data Visualization.



1. **Project Media Gallery** – User generated photos and videos demonstrating spending progress on individual initiatives.
2. **Third Party Apps** – Featured area to showcase apps developed by any community member for distribution via social sites, their own sites, mobile devices, etc.
3. **Feedback** – Invites citizens to comment on funding expenditures through a simple user interface.

Figure 6. Project/Program Detail – Sub-Level Design Including Data Visualization.



1. Statistical Widget Gallery

- Constantly changing data sets
- represented graphically.
- Data highlighted on this page will be selected based on level of interest to the general public creating stickiness and a viral effect.
- Individual widgets can be downloaded onto a user's desktop, portal page, social page, mobile device, etc.



Figure 7. Interesting Facts and Figures – Sub-Level Design Including Data Visualization.

3.1.1 Social and Mobile Connections

Twitter allows registrants to create a channel for pushing 140 character snippets of information to users who have subscribed. A recommended use for Recovery.gov includes an automated feed that “tweets” new statistics to followers.

Content: Short Message Distribution



Facebook provides the widest reach to citizens of any social media. Fans of your page can be updated when events occur, engage in dialog and provide feedback. Facebook allows the development of custom applications and widgets that allow developers to push content to users.

Content: User-Generated Content, Threaded Discussions, File Sharing and Custom Application Development

YouTube can be used to house videos on your customized channel. This example features a contest for users to submit their videos of a Recovery Act project in their neighborhood or tell the story of how it saved their job.

Content: Videos, Voting, and Feedback



Ning allows users and organizations to create their own social networks. Ning networks can be open to public access or limited to authorized users. A recommended use of Ning for Recovery.gov includes the development of a closed user-group comprised of professional consumers of Recovery.gov data.

Content: User-Generated Content, Threaded Discussions, Polling and File Sharing

SECTION 4: USER EXPERIENCE DESIGN METHODOLOGY

4.0 INTRODUCTION

The composite site put forth in our proposal reflects a highly usable, intuitive interface through which a wide variety of audiences will be able to access the data on the site and experience the ARRA through various visualization options. This particular design extends beyond a simple access point where citizens can view a data stream and provides an environment where users can connect with tangible proof of their hard earned money at work. The experience is simple, easy and inclusive of all levels of internet users while technologically sound and immersive. It evokes the confidence of an advanced system while the nuts and bolts remain invisible to the user.

4.1 Site Navigation

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

To satisfy page restrictions, we have included abbreviated use case samples below, coupled with a narrative persona for demonstration purposes. These excerpts represent top line user scenarios that will be fully developed upon award.

4.1.1 Use Case 1: Average American Citizen

The average American citizen's primary motivation for visiting Recovery.gov is to learn about how the stimulus affects them personally as well as their community. They may be seeking job-opportunities due to a recent lay-off or simply be interested in whether the long-awaited bridge will be built thus shortening their commute. This type of user will be seeking information about how the stimulus money will enhance their child's education or improve the quality of their aging parent's health care.

Step 1:	From the home page, the user enters zip code and clicks go.
Step 2:	User is linked to a page that displays a map of their location in the center. "Push-pin" icons representing the categories show stimulus projects in their area.
Step 3:	The user rolls over each icon which provides a pop-up information bubble providing rudimentary information about the project.
Step 4:	When the user clicks the icon, the section to the right of the map populates with more detailed information about the project, including images/video of the project itself (user provided and agency commissioned) and people involved with the project.
Step 5:	The user then clicks on the "Source" data point, and the map repopulates with pins in the users locality that represent projects attached to the corresponding agency.
Step 6:	The user finds a project of interest to a family member and forwards that information to a family member via the <i>share</i> link to Facebook.

4.1.2 Use Case 2: Government Agency Employee

This agency employee is a regular user of Recovery.gov. He uses statistics from ARRA to plan briefings for state level liaisons with whom he works to ensure that his agency's obligations align with each state's proposed initiatives. He needs to be able to answer questions regarding specific requirements of all of his agency's obligations for each particular state. He has the Recovery.gov home page bookmarked in his browser because in addition to finding stats, he enjoys reading the updated-daily, featured statistic as well as the rotation of feature success stories telling the story of how the stimulus has helped individuals.

Step 1:	User selects bookmark to Recovery.gov from his browser's bookmark list.
Step 2:	User is linked to the Recovery.gov homepage.
Step 3:	User reads the interesting statistic of the day.
Step 4:	User plays a video of the Stimulus Success story depicting a person from his hometown.
Step 5:	User selects "By State" from the "Straight to Statistics" menu, selects "Pennsylvania" and is linked to the page showing all of the initiatives in PA.
Step 6:	The user then uses the left navigation to refine his search to only U.S. Department of Health and Human Services entries in PA.
Step 7:	The user selects each individual record from the list as needed.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

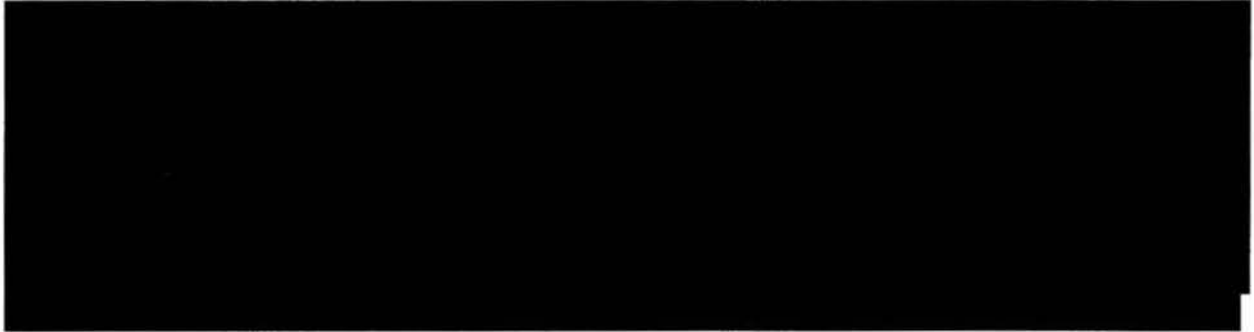
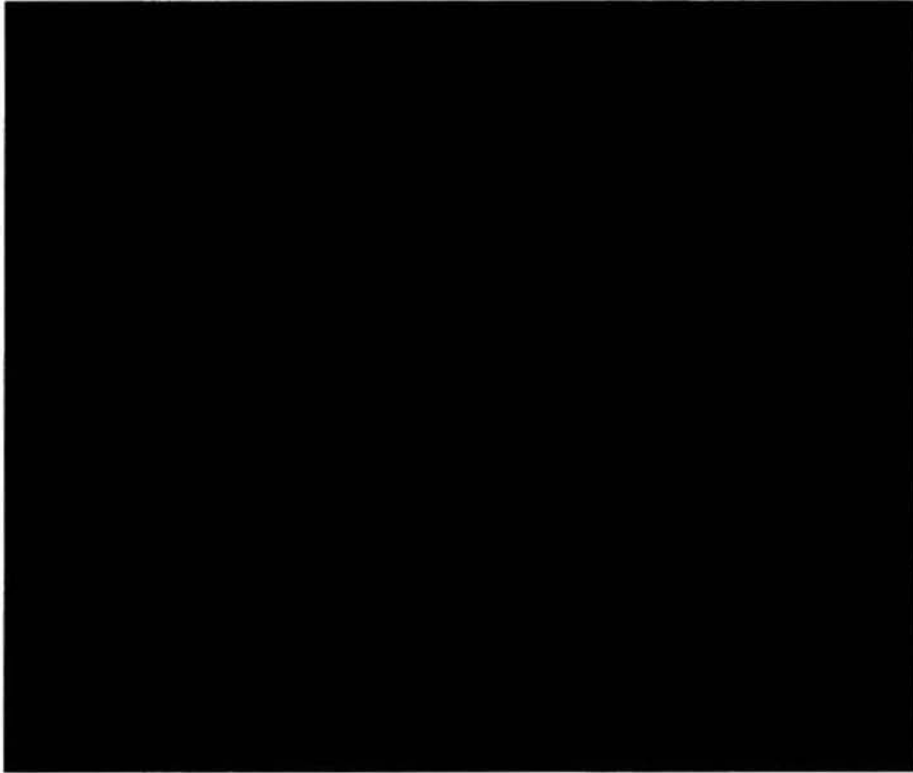
The objective of Recovery.gov, while straight forward in its intent, is very difficult to deliver if one looks beneath the surface to what is required to help ensure that the data and information is timely, accurate and accessible. If any of these basic three elements are not met, risk and unintended consequences are introduced. When one goes beyond the web-site query and presentation capabilities by adding the requirements for analytics, reporting, data reconciliation, as well as detection and reporting of potential fraud waste & abuse, all manner of new risks are introduced and the current ones accelerate.

Recognizing this, KPMG brings a framework, process, and methodology to address large-scale data issues and the inherent risks and unintended consequences that can arise. Further differentiating KPMG is an execution focus that delivers a...

"... dynamic system, not a monolithic, turnkey solution. Rather, it will be a framework of tools, processes, platform, infrastructure and policy that will deliver a strategic information asset to the people, the agencies and to the government. The deliverables of this effort are therefore a starting point; providing immediate information and a development platform for addressing future data/information needs."

[REDACTED]

[REDACTED]



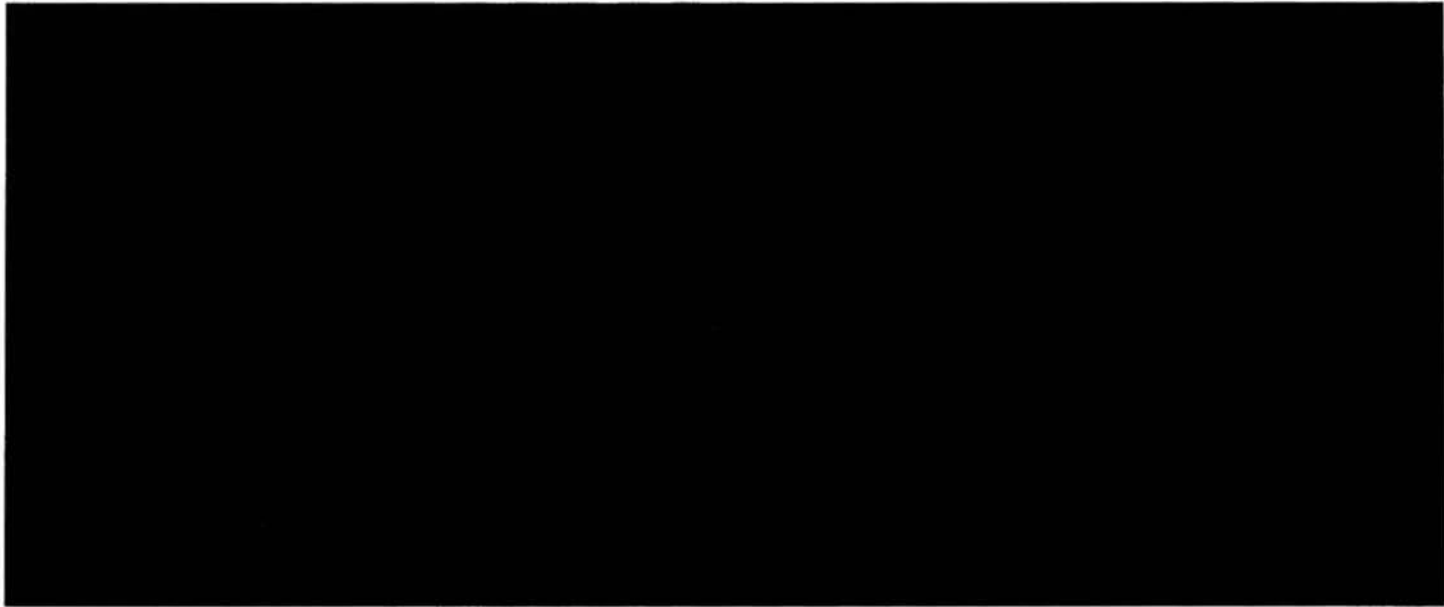


[Redacted text block consisting of six horizontal bars of varying lengths]

[Large redacted text block covering the majority of the page's content]

[Redacted text line]

[Redacted text block consisting of two horizontal bars]



[Redacted Section Header]

[Redacted Text Line 1]

[Redacted Text Line 2]

[Redacted Text Line 3]

[Redacted Text Line 4]

[Redacted Text Line 5]

[Redacted Text Line 6]

[Redacted Text Line 7]

[Redacted Text Line 8]

[Redacted Text Line 9]



[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

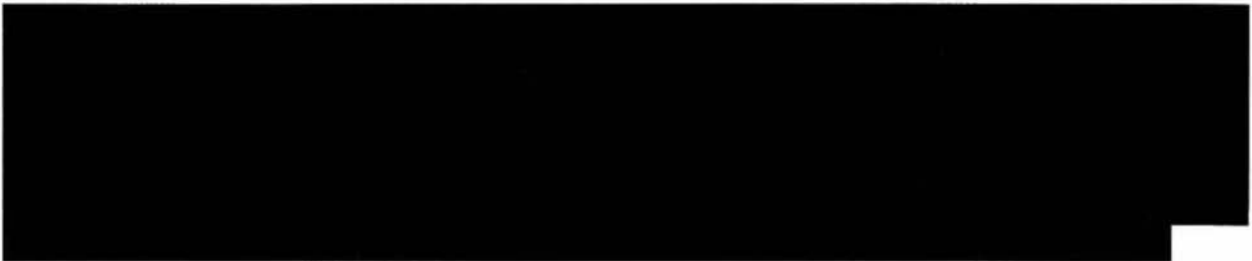
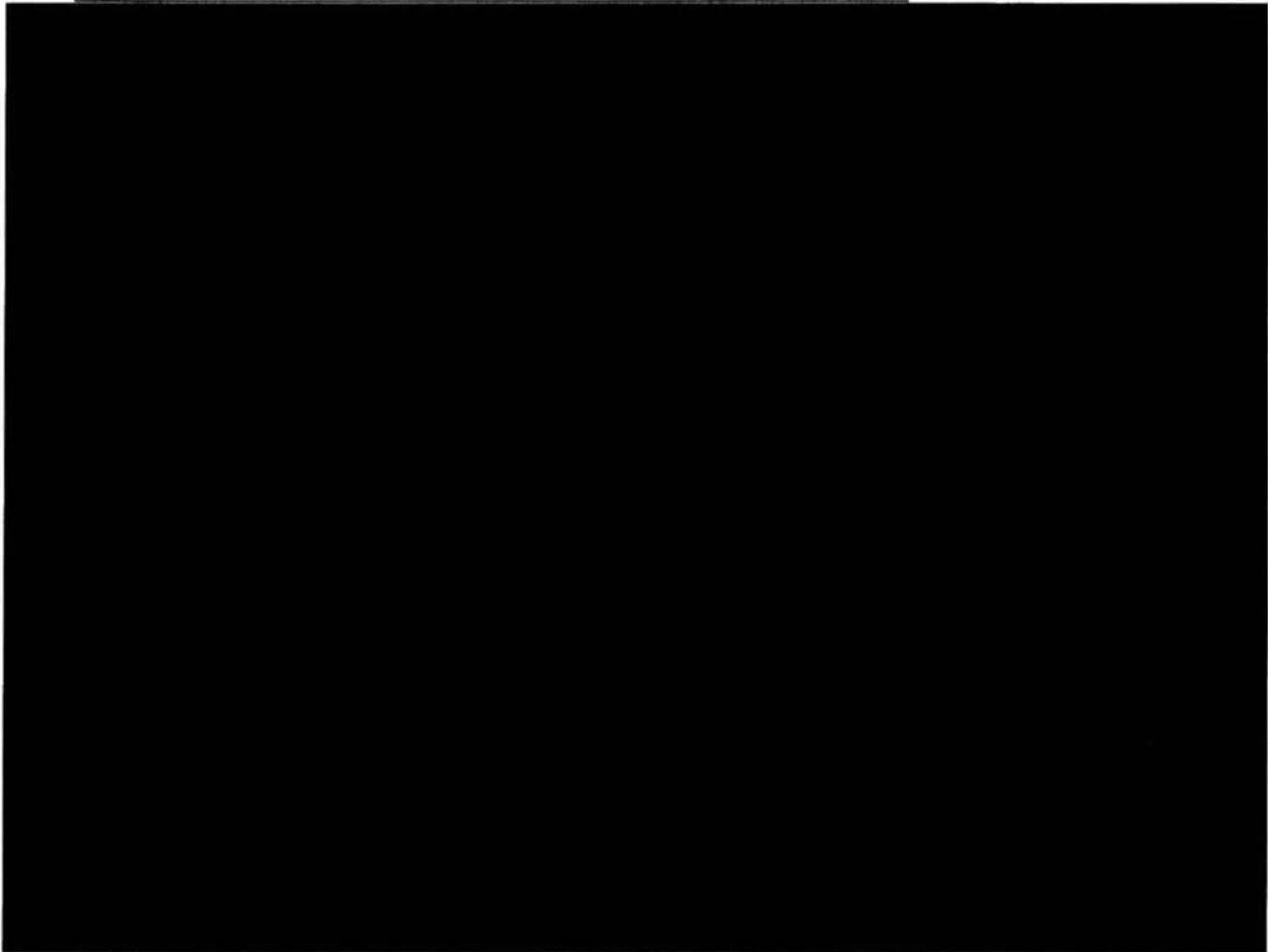
[REDACTED]

5.1.2 Production Environment

Due to the nature of Recovery.gov, the version 2.0 of the system will need the ability to accommodate usage spikes of [REDACTED] people requesting information. For this reason, we propose a combination of dedicated hardware load balancers [REDACTED]. The physical model supports full redundancy as to eliminate any single point of failure for the functionality of the system.

[REDACTED]

Optional Continuation of Operations (COOP) Site. The COOP infrastructure will mirror the production environment with the exception of type of storage. The COOP site will be co-located in on the [REDACTED].



[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Open Source for Development Community. One of the benefits of our open design is that it enables an entirely new ecosystem of developers. We are targeting web pages specifically to the development community to be able to use Recovery.gov as a trusted and authoritative source of ARRA data. This includes creating tutorials showcasing how developers can access our powerful web and query services to obtain the data. Developers can access our source feeds via download, via RESTful web service discovery, via ATOM / RSS feeds, or via open reporting language (XBRL). This

capability will allow other sites to create “informed” mash-ups using authoritative Recovery.gov data.

This free exchange of services reflects the Recovery.gov mantra of transparency and openness. It fosters the sense of community that is tied to this endeavor. It also greatly enhances the potential of the site. Instead of limiting the site’s development to a small set of contracted professionals it opens it up to a new realm of solutions and creative insights. We will encourage this throughout our stewardship of the site and find innovative ways to reward and showcase the individuals or group that freely provide new capabilities and visualization services.



Storage. To maintain the data integrity, replication, uptime, and performance, a Storage Array Network (SAN) is being proposed. Fiber-channel switches will be used for maximum efficiency and performance to the SAN that delivers the flexible, open, standards-based storage infrastructure solutions to enable an adaptive, resilient data storage environment.



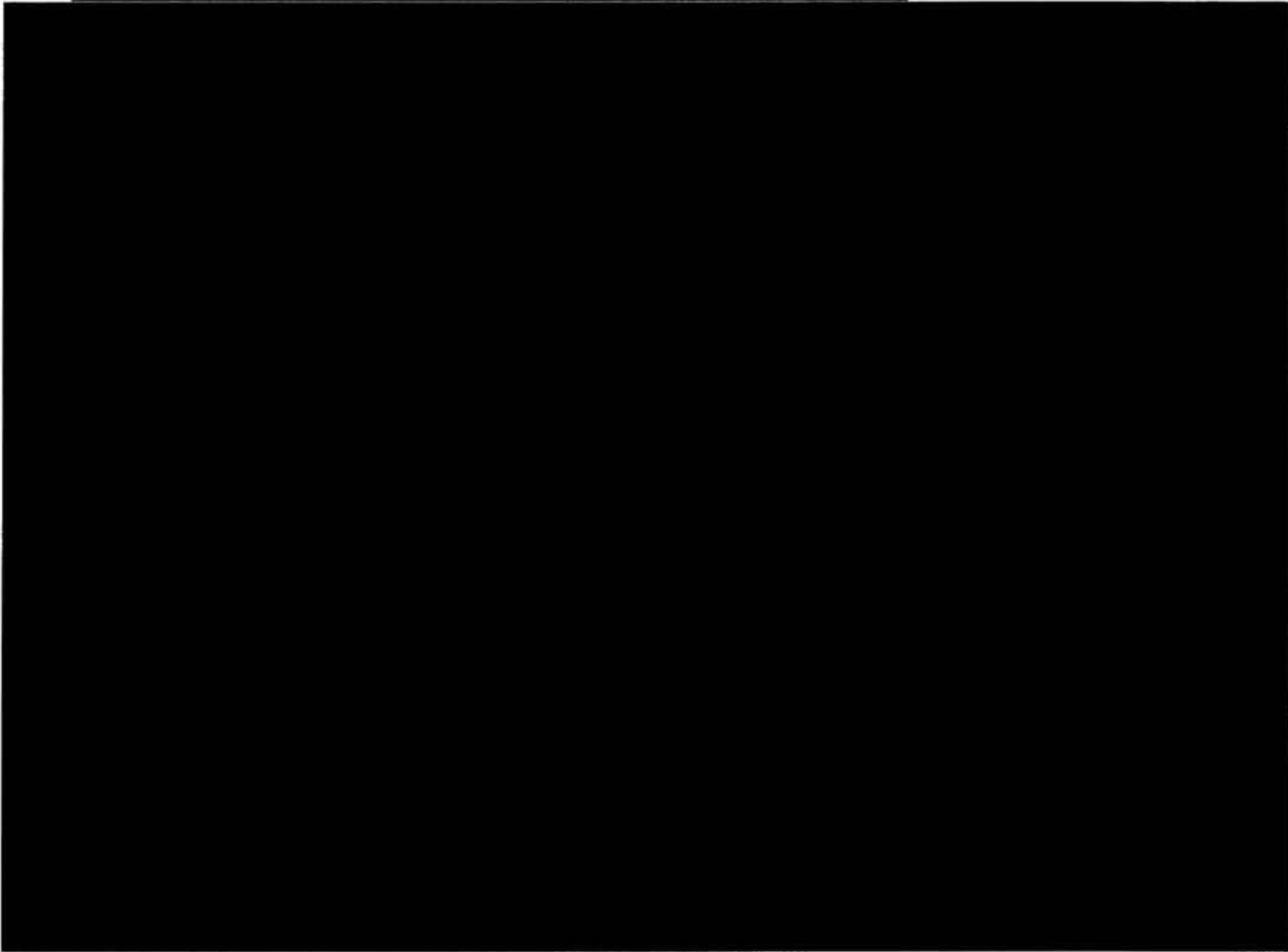
Certification & Accreditation (C&A). In accordance with NIST SP 800-37, Guide for the Security Certification and Accreditation of Federal Information Systems, Team Smartronix will achieve an accreditation for the Recovery.org system. This includes completing the requirements for the following phases: Initiation, Security Certification, Security Accreditation, and Continuous Monitoring.

Implementation of security controls throughout the Recovery.org solution are designed to meet or exceed all RATB, NIST, OMB and other Federal Government Information Assurance mandates. Validation of this compliance is accomplished through the utilization and implementation of the C&A process during the initial design and implementation phase, upon security and compliance validation during the change process, and during periodic system reviews in the continuous monitoring phase of C&A.



5.1.4 Proposed Project Schedule

Team Smartronix' goal is to cutover new infrastructure and transition data in a way that supports the RATB objective of providing an enhanced Recovery.gov Web site to the American public. Our approach to the project schedule (Figure 16) identifies four separate spiral phases that begin before contract award and end in January 2010. In each phase, the Government will see progress and new technologies introduced into the solution.



5.1.5 Deliverables

The table below outlines the deliverable that will produce by Team Smartronix during Phase I of the recovery.gov project.

5.2 STAFFING PLAN

Team Smartronix staffing plan is listed below.

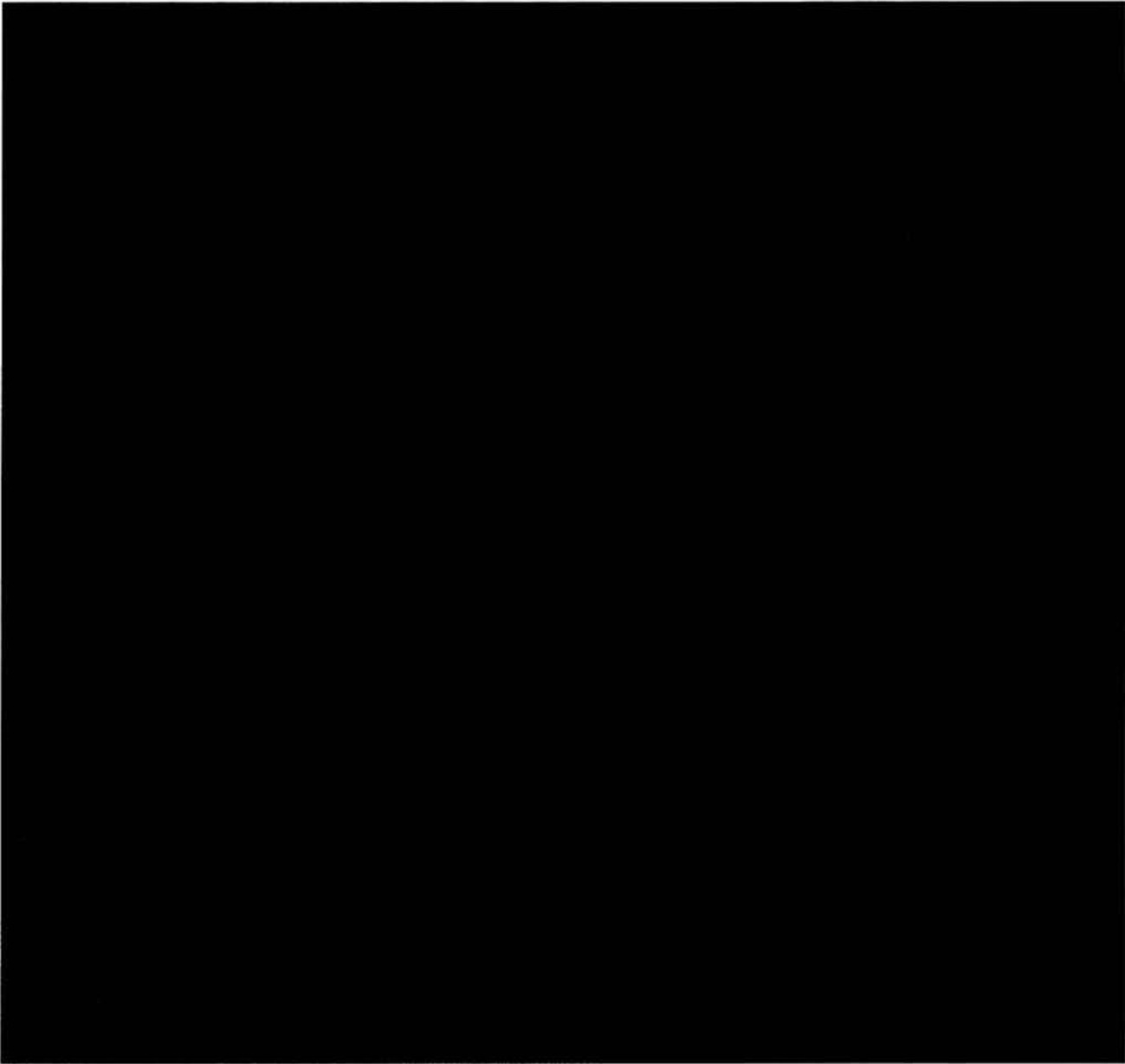
5.0 EXCEPTIONS

N/A

6.0 CONCLUSION



Deliverable	Dates
User Security Model	14 days after award
Test and DEV Environment	10 days after award
Requirement Analysis	14 days after award
Master Pages/Templates	21 days after award
Web Parts	21 days after award
Blog/Wiki Templates	21 days after award
Publishing WorkFlows	10 AUG 2009
Advanced Search	10 AUG 2009
Data Migration	22 AUG 2007
Security Documentation	17 AUG 2009
Production Environment	27 AUG 2009
System Architecture	6 months after award
Training Documentation	2 months after award
Project Status reports	Weekly





[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]



[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]