US★VISIT

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

Industry Day

July 8, 2003

Purpose of Today's Meeting

- **Background information on US-VISIT Program**

- **Changes in planning, strategy and scope**

- **FY03 Increment 1 implementation**

- **Acquisition approach**

- **How you can help us**

Welcome	**Jim Williams** **Director, US-VISIT Program**
Key Note Speaker	**Asa Hutchinson** **Under Secretary BTS**
US-VISIT Program Background	**Jim Williams** **Director, US-VISIT Program**
Business Challenges **BTS Operations Video**	**Bob Mocny** **Deputy Director, US-VISIT Program**
Facilities Challenges	**Manny Rodriguez** **Director, Facilities Management,** **US-VISIT Program**
Break	
Technology Vision and Challenges **Increment 1 Implementation**	**Scott Hastings** **Director, Information Technology** **Management , US-VISIT Program**
Organizational Structure **Prime Integrator Acquisition**	**Jim Williams** **Director, US-VISIT Program**
Questions and Answers	

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Asa Hutchinson

Under Secretary
Border and Transportation Security

Key Note Speaker

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Jim Williams
US-VISIT Program Director

US-VISIT Program Background

History/Legislation

Illegal Immigration Reform and Immigrant Responsibility Act (IIRIRA) Section 110

Visa Waiver Permanent Program Act

Aviation Transportation Security Act

9/30/1996 — **6/15/2000** — **10/30/2000** — **10/26/2001** — **11/19/2001** — **5/14/2002**

DMIA

USA Patriot Act

Enhanced Border Security and Visa Entry Reform Act

US-VISIT Program Background

The United States Visitor and
Immigrant Status Indicator Technology

Department of Homeland Security

- **Restructured as US-VISIT Departmental Program**
  - Moved from single agency implementation (INS) to cross-government program under DHS
  - Refinement and realignment of what was Entry-Exit
  - Will leverage industry investments
  - Incremental delivery of the system
  - Acceleration of Biometrics application

- **Adjustments in acquisition approach**
  - Looking for Industry input on acquisition strategy
  - Government assuming role of facilities development and integration
  - Selection of a single Prime Integrator
  - Prime Integrator's role is system/processes oriented

Mission of the US-VISIT Program

- **To collect, maintain, and share information, including biometric identifiers, through a dynamic system, on foreign nationals to determine whether the individual:**
  - Should be prohibited from entering the U.S.
  - Can receive, extend, change, or adjust immigration status
  - Has overstayed or otherwise violated the terms of their admission
  - Should be apprehended or detained for law enforcement action, and/or
  - Needs special protection/attention (i.e., refugees)

- **To enhance traffic flow for individuals entering or exiting the U.S. for legitimate purposes. This program shall:**
  - Facilitate travel and commerce
  - Respect the environment
  - Strengthen international cooperation, and
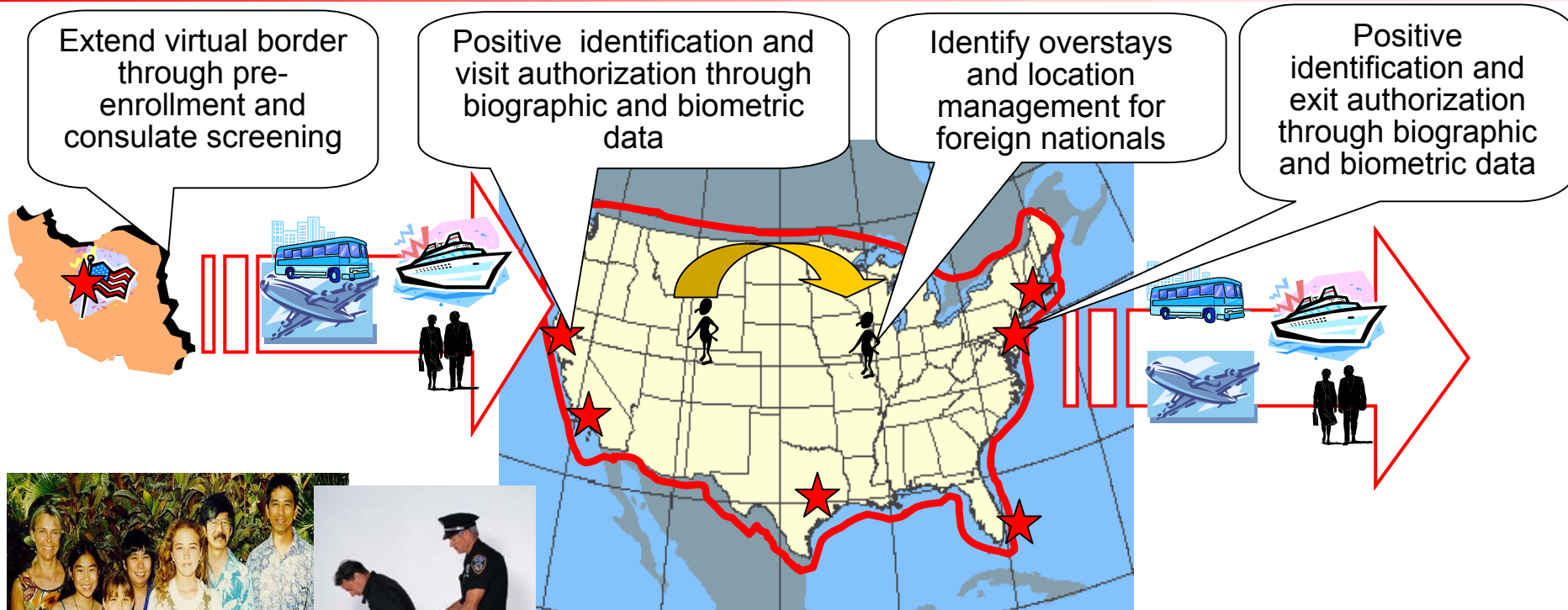 - Respect privacy laws and policies

A Robust Virtual Border

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Department of Homeland Security

Extend virtual border through pre-enrollment and consulate screening

Positive identification and visit authorization through biographic and biometric data

Identify overstays and location management for foreign nationals

Positive identification and exit authorization through biographic and biometric data

Facilitate legitimate travel

Apprehend known criminals and terrorists

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A system of systems that facilitates pre-entry, entry, status management and exit of foreign nationals

US-VISIT Program Background
Border Management Challenge

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Department of Homeland Security

- **Over 300 land, air, and sea ports of entry**
  - 7,000 miles of land borders
  - 95,000 miles of shorelines

- **Average over 500 million crossings a year prior to 2002**

- **Integration of and interfaces to a large number of existing systems**

- **Large number of federal, state, local, and foreign organizations involved**

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Volume of Visitors

FY02 Arrival Statistics for Non-U.S. Citizens

Port Type	Visa Waiver/Exempt	Visa Holder	Total Non-Citizen
Air	12,989,600	19,328,763	32,318,363
Sea	283,481	3,318,221	3,601,702
Land	31,801,705	160,856,824	192,658,529
Total	**45,074,786**	**183,503,808**	**228,578,594**

US-VISIT Program Background
Participating Organizations

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Department of Homeland Security

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US-VISIT Program Background
Current Implementation Requirements

Increment 1 – 12/31/03

- Identify entry and exit events for foreign nationals with visas
- Collect and verify biometrics for foreign nationals with visas at air and sea ports of entry
- Check admissibility against watchlists using biographic and biometric data
- Monitor duration of visit

Increment 2A – 10/26/04

- Issue biometric travel documents following ICAO international standards (all countries)
- Deploy capability to read biometric travel documents at air, sea, and land POEs

Increment 2B – 12/31/04

- Extend Increment 1 capability to 50 highest volume land POEs

Increment 3 – 12/31/05

- Extend Increment 2B capability to remaining land POEs

Increment 4 – TBD

- Initial roll-out of US-VISIT envisioned system

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Bob Mocny
US-VISIT Deputy Program Director

Business Challenges
BTS Operations Video

Business Foundation

Pre-Arrival	Arrival	Status	Departure	Ops Center
• Credentialing • Capture identity • Due diligence	• Verify identity • Check watchlists • Registration	• Collect info on changes during stay • Identify overstay	• Verify identity • Check watchlists	• Centralized oversight • Real-time adjustments

System Databases

Integrated Watchlists

Biometrics

Visitor and Immigrant Information

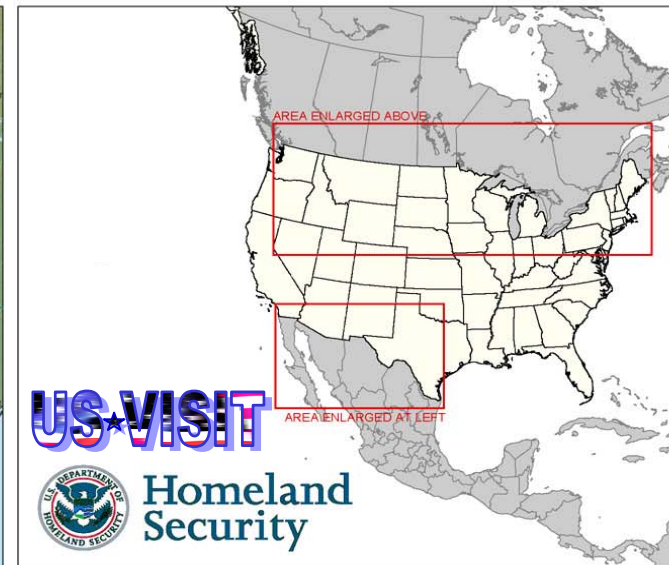**Statistical Analysis**

Business Challenges
Land Ports of Entry

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U.S. LAND PORTS OF ENTRY

Air Ports of Entry

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U.S. AIRPORTS WITH INTERNATIONAL FLIGHTS

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Business Challenges (1 of 2)

- **Execution of program within statutory/regulatory mandates**
  - Schedule
  - Funding
  - Biometrics
  - Pending policy decisions and regulation issuance

- **Flow of travelers and commerce**
  - Improving identity verification while maintaining current inspection timeframes
  - Minimizing time spent processing legitimate travelers

- **Ensuring appropriate use of data**
  - Opposition to collection of biometric data
  - Trust in the U.S. to protect data collected

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Business Challenges (2 of 2)

- **Vertical/Horizontal information sharing (Federal/State/Local)**
  - Addressing data and system interoperability
  - Defining roles and lines of communications across participating agencies

- **Workforce ramp-up and training**
  - Staffing the borders for additional entry and exit functions
  - Maximizing effective use of border personnel
  - Timely training under tight deadlines

- **Outreach and public education**
  - Awareness of enrollment
  - Multiple communities of interest with different perspectives
  - Improve public perception

The United States Visitor and
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Department of Homeland Security

BTS Operations Video

Manny Rodriguez
Director, Facilities Management

Facilities Challenges

Facilities Program

Vision: Government managed proactive and innovative support for US-VISIT

Mission: Accommodate US-VISIT at all Ports of Entry in an expedited manner

Strategy:

- Design a criteria based, risk management program
- Initiate early comprehensive planning as system matures
- Form a partnership with GSA and public and private sector activities
- Create a centralized program management team

Scope:

- Land Ports of Entry are a challenge
    - Two land ports have controlled Exit capability
- Ports inadequate for US-VISIT End State
    - Vast majority undersized
    - Traffic circulation restrictions
    - Aging infrastructure
    - Officer safety/security standards
    - Many with outdated IT
    - Processing times are critical

Facilities Statistics

- ## Land Facilities Age
  - One port constructed prior to 1900
  - 31 ports constructed between 1900 and 1940
  - 81 ports constructed between 1940 and 1970
  - 45 ports constructed between 1970 and present

- ## Vehicle Lanes
  - 94 ports have 0-2 lanes
  - 43 ports have 3-4 lanes
  - 15 ports have 5-8 lanes
  - 13 ports have 9 or more lanes

- ## Space
  - Ports range in size from 130 square feet to 233,092 square feet
  - Minimum low-volume port requires 3,404 square feet
  - 62 ports are inadequate with less than 3,000 square feet

Scope of Land Program

Facilities Challenges
Course of Action

- **Execute planning, design and appropriate construction for all ports at the earliest possible date**
  - Streamline comprehensive program management through GSA partnership
  - Utilize technology to identify environmental opportunities and constraints
  - Initiate site level plans and delineate land requirements
  - Simulate traffic flow to design and minimize impact
  - Develop prototype design solutions
  - Initiate construction as soon as planning, environmental and design is ready

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                        Facilities Program
   ┌──────────┬────────────┬──────────────┬──────────┬────────┬──────────┐
 Program    Environmental  Site Planning &  Traffic    Design   Construction
 Management   Planning     Land Acquisition  Modeling
```

Embedded Risk Management Measures

Risk Management Process

PORTS OF ENTRY

Primary Function → Commercial/Non-commercial/Mixed

Traffic Simulation Models → Volume

Aerial Photography → Real Estate

Environmental → Impacts

Parametric Cost → Budget

Mapping → Design

Scheduling →

Ability to Execute →

Budget Appropriation →

← FYXX Program

- Unassigned risk
- Low risk
- Moderate risk
- High risk

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Wait Time Sensitivity

- **Operational considerations are CRITICAL to cost and schedule**
  - At the busiest land ports, minor differences in average inspection process time cause major changes in average transit times

**High-Volume Ports
Maximum Vehicle Wait Time**

Legend:
- Blaine-Peace Arch
- Eagle Pass #1
- El Paso - BOA
- Niagara - Lewiston
- Niagara - Rainbow
- Nogales

**Low-Volume Ports
Maximum Vehicle Wait Time**

Legend:
- Ambrose
- Coburn Gore
- Del Bonita
- Fabens*
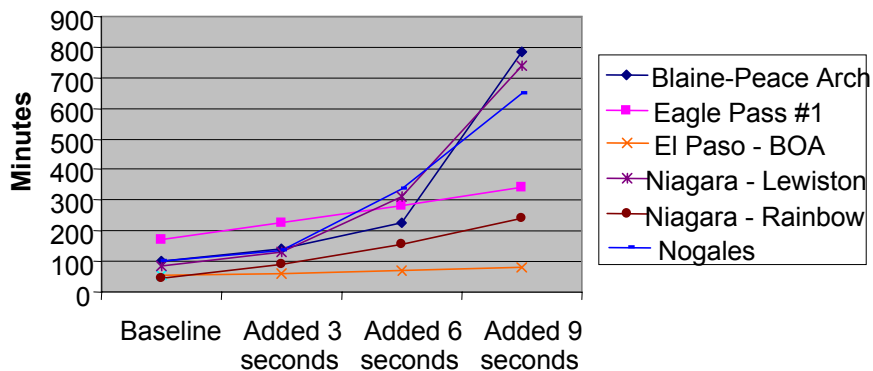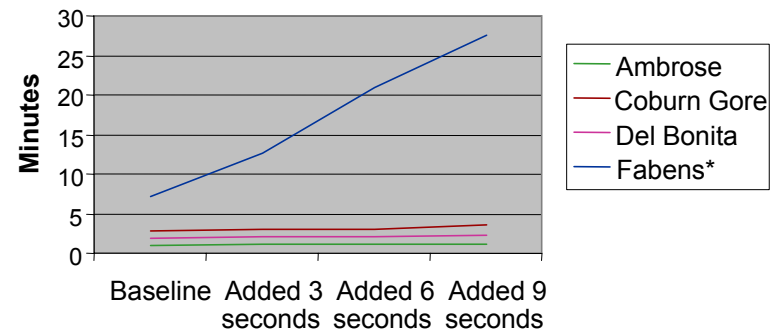
* Fabens can be considered a small to medium sized port (by volume)

GIS/Aerials Support Facilities Designs

Morgan Port of Entry, Montana

U.S. IMMIGRATION AND NATURALIZATION SERVICE
Calais Port of Entry, Maine

LEGEND
- U.S.-Canada border
- Buildings
- Port of Entry federal land
- Water
- Trees and shrubs
- Roads
- 2 ft contours

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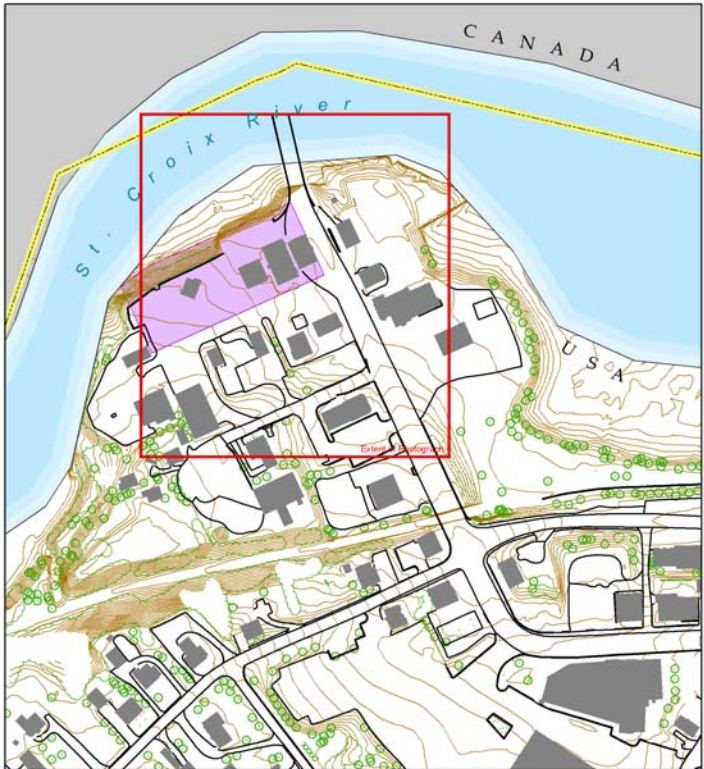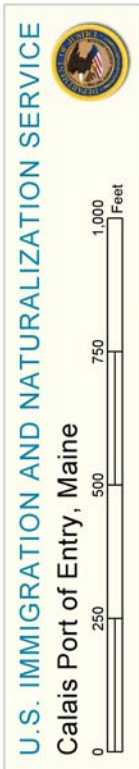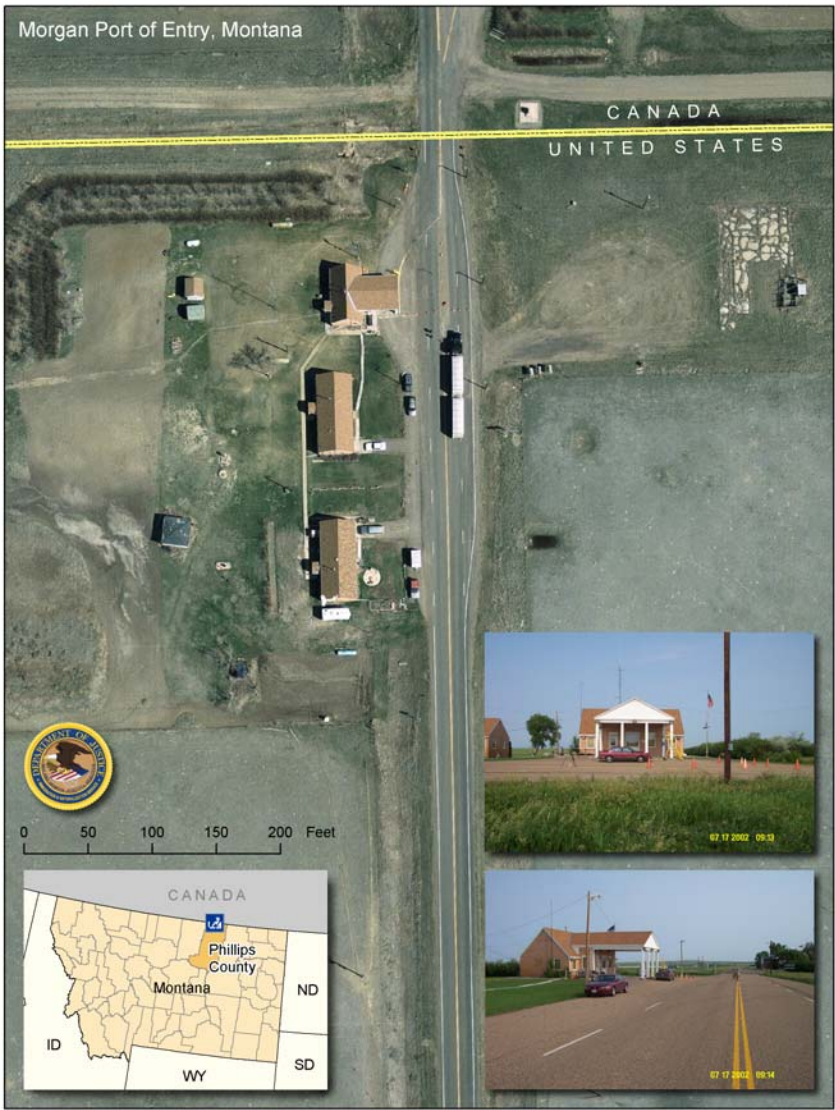
Facilities Summary

- **Facilities planning, design, construction and environmental considerations for business processes will be Government managed and executed**

- **Integration of scheduling activities will be coordinated with the Facilities Division of US-VISIT**

- **System solutions need to:**
  - **Integrate with facilities**
  - **Minimize changes to facilities**
  - **Maintain or improve current wait times**

Scott Hastings

Director, Information Technology Management

**Technology Vision and Challenges
Increment 1 Implementation**

Technology Foundation

Business Functions

US-VISIT

- Pre-Entry
- Entry
- Status Mgmt
- Exit
- Ops Center

Integration

Systems & Applications

Foundation

Infrastructure

Program Components

Architecture	Systems Engineering	Data

Program Management	Software Development	BPI/BPR	Standards and Methodologies
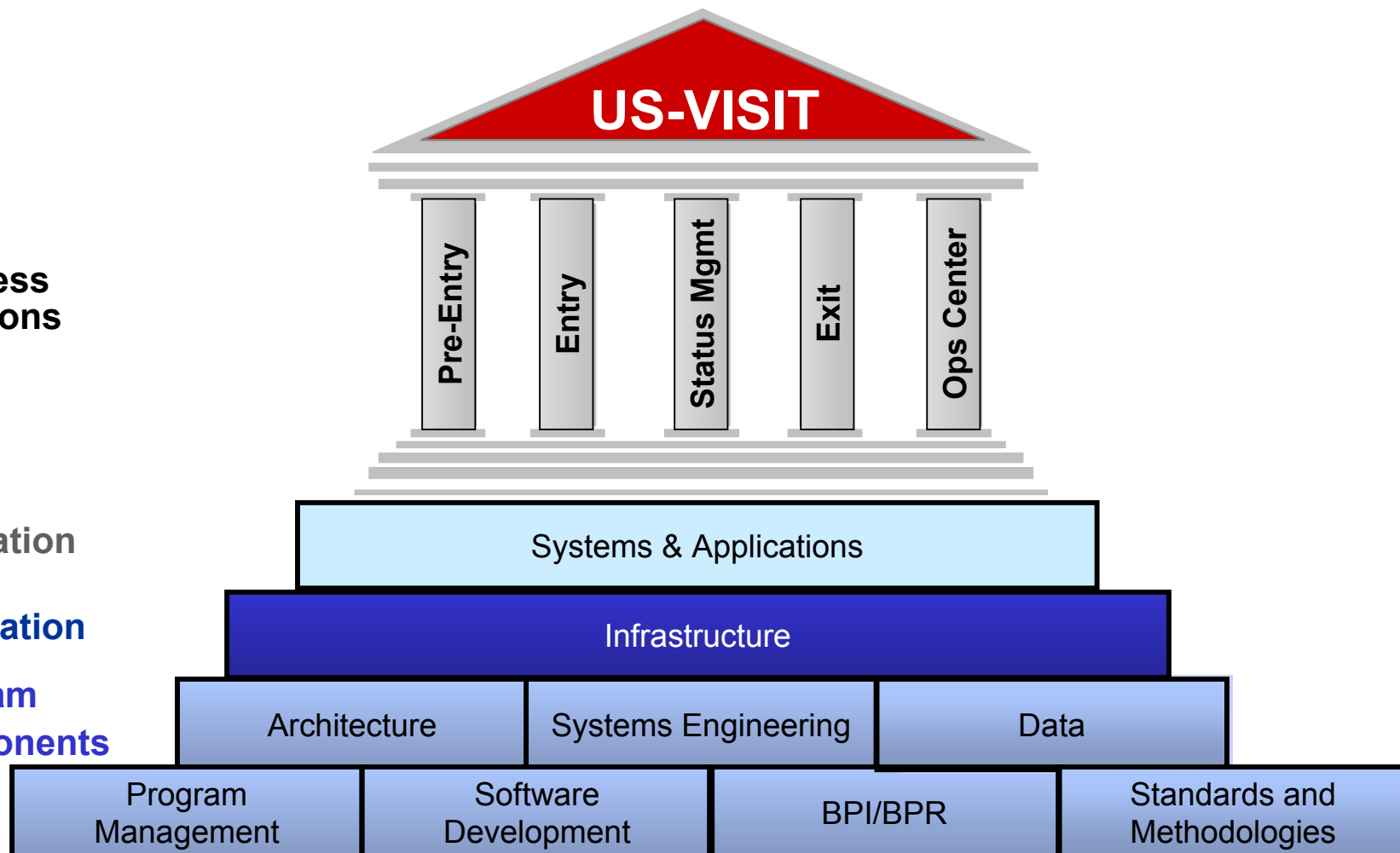
Technology Vision and Challenges
Technology Vision

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Department of Homeland Security

Integrated System of Systems

Single User Interface

Consolidated Infrastructure
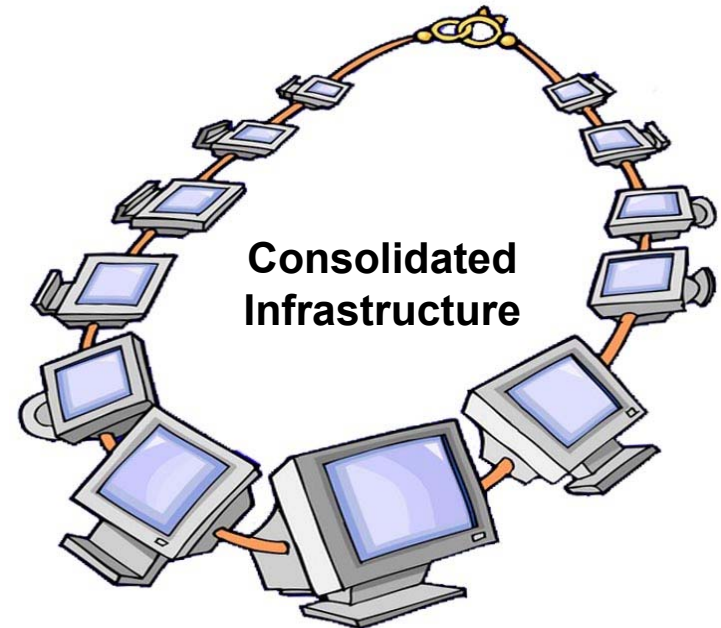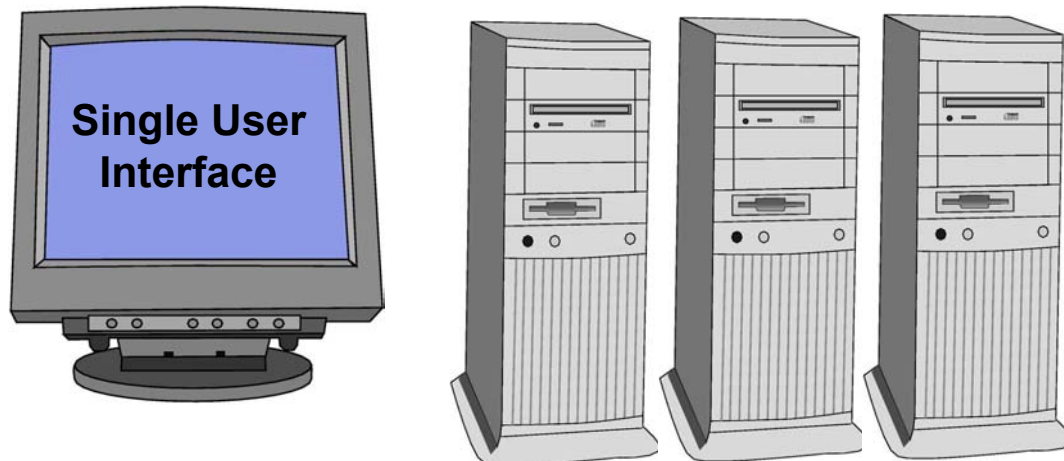
New Technology and Growth
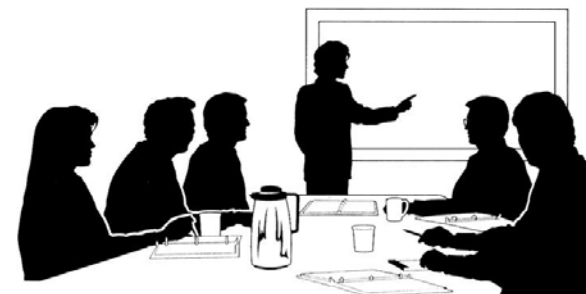
Mission Operations Center

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Technology Challenges (1 of 2)

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Department of Homeland Security

- **Leveraging technology to minimize facility modifications and land acquisition**

- **Architecture**
  - Incremental migration from enhanced legacy systems to final US-VISIT solution (may involve retiring some legacy systems)

- **System performance**
  - Processing time and throughput
  - Storage
  - Large-scale database performance and optimization
  - Interfaces
  - Transaction volumes
  - Reliability (e.g., biometric devices)

- **Infrastructure**
  - DHS integration and consolidation timeframes
  - Leveraging ICE and CBP investments (current and planned)
  - Potential impacts of new technologies
  - Federal enterprise architecture

Technology Challenges (2 of 2)

- **Biometrics**
  - Multiple emerging standards (e.g., NIST, ICAO, DHS/DOS/DOJ)
  - Multiple travel documents, formats, storage methods, and timeframes for implementation
  - Real world implementation of large-scale biometric systems
  - Optimizing biometric tradeoffs:
    - ❖ Quality needed for accurate identity verification
    - ❖ Performance
    - ❖ Human factors
    - ❖ Cost

- **Interoperability of current systems**
  - Different platforms
  - Different technologies
  - Consolidation of watchlists
  - Logistics (world-wide locations)
  - Ages of legacy applications
  - Substantial number of interfaces

Interfacing/Integrating Legacy Systems

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| Pre-Entry | Entry | Status Mgmt | Exit | Ops Center |

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ADIS	CIS	IDENT	NIIS	SEVIS	NEXUS	DataShare
CLAIMS	APIS	IBIS	INSPASS	OARS	SENTRI	PALS
CCD	BCC/Laser Visa	IAFIS	NAILS II	GES		
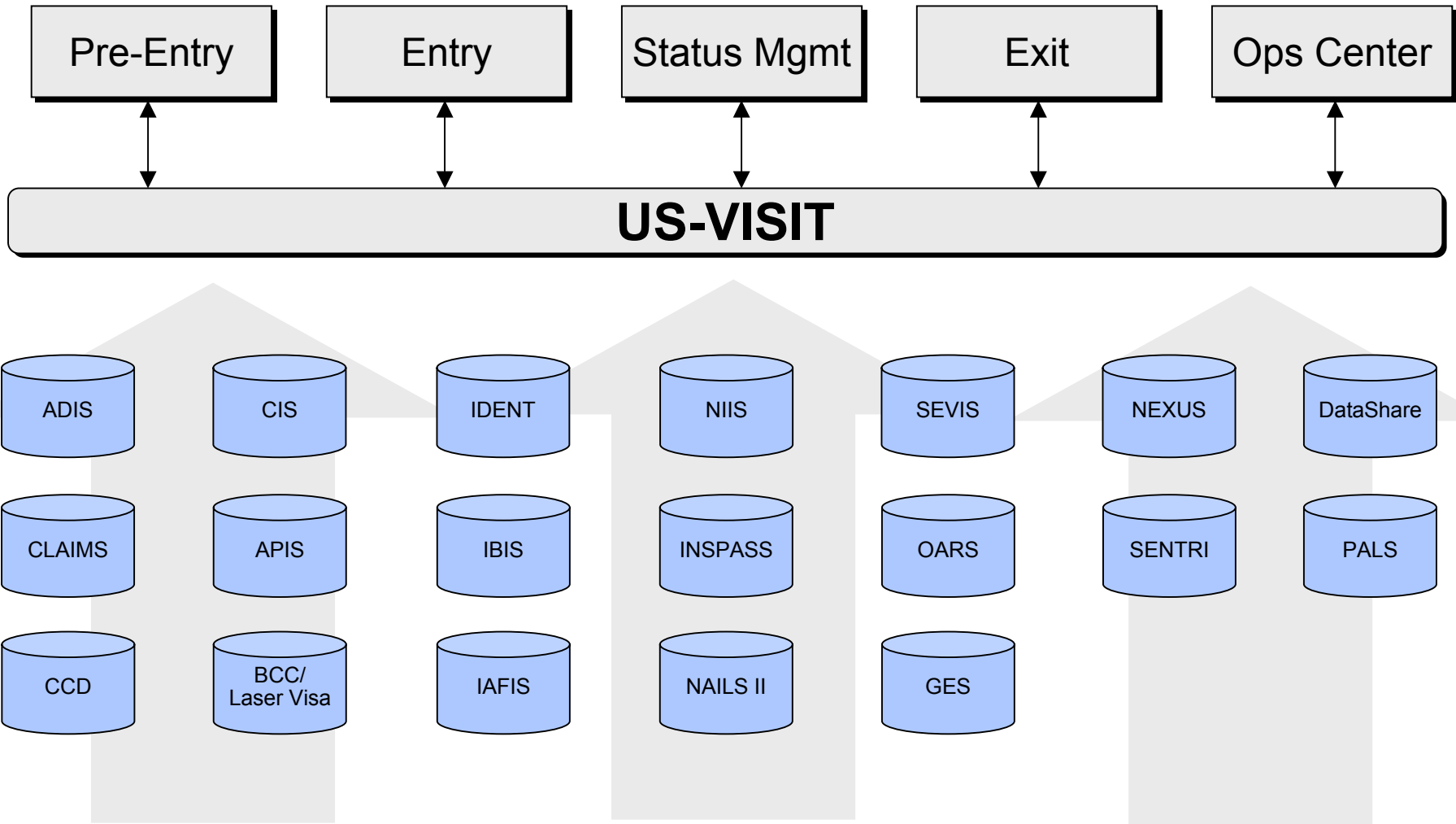
Increment 1 Implementation

Increment 1 – 12/31/03

- Identify entry and exit events for foreign nationals with visas
- Collect and verify biometrics for foreign nationals with visas at air and sea ports of entry
- Check admissibility against watchlists using biographic and biometric data
- Monitor duration of visit

Arrival API

Departure API

IBIS Database

API Data

Data share

CCD   IDENT

Modifications to Legacy Systems Using Current Task Orders

US-VISIT System

Infrastructure Investments in Scaleable Platforms, Networks, and Desktops at Air and Sea Ports

ADIS

SEVIS

ENFORCE   CLAIMS   Law enforce DBs

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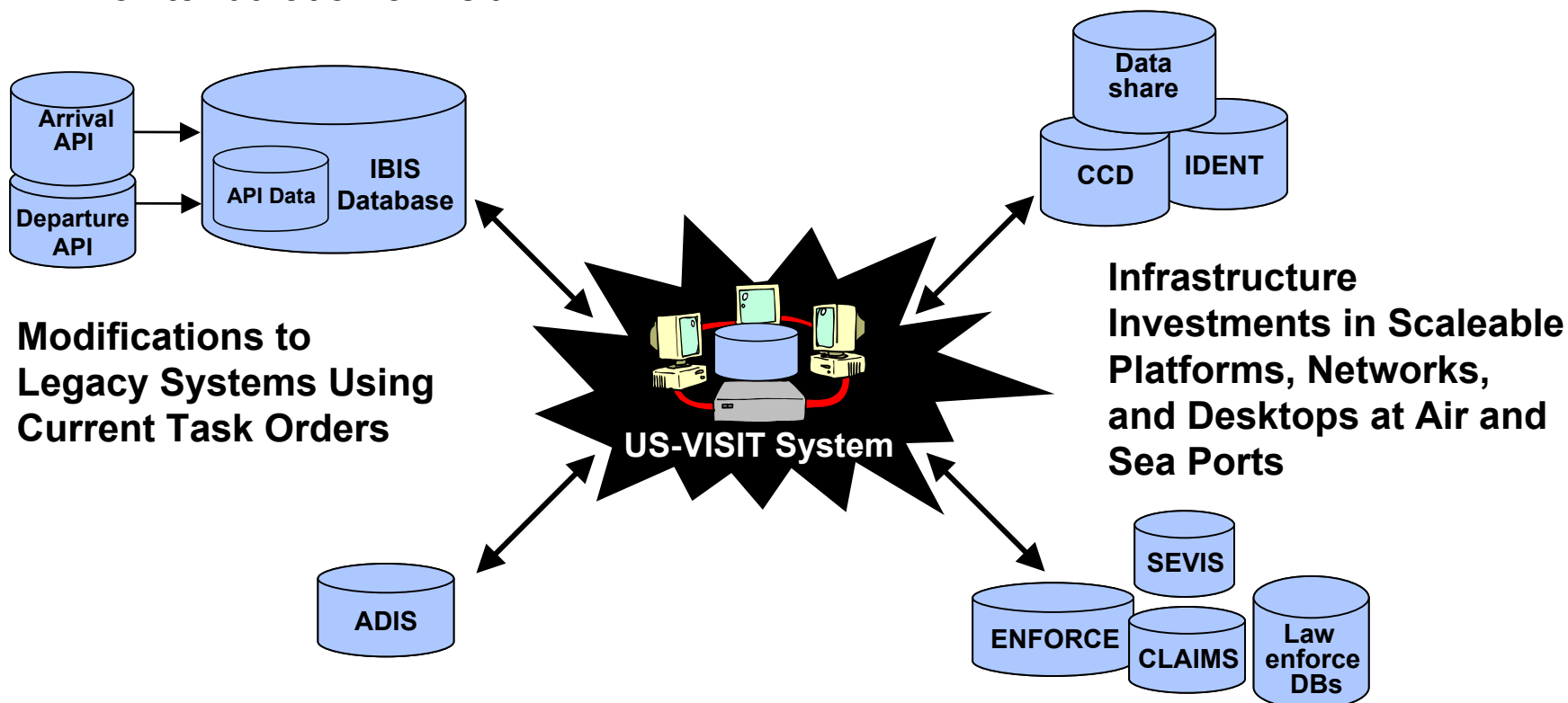
Jim Williams
US-VISIT Program Director

Organizational Structure
Prime Integrator Acquisition

DHS Organization Chart

Tom Ridge
Secretary

Gordon England
Deputy Secretary

Eduardo Aguirre, Jr.
Director
Bureau of Citizenship &
Immigration Services

Janet Hale
Under Secretary
Management

Dr. Charles E. McQueary
Under Secretary
Science and Technology

Gen Frank Libutti
Under Secretary
Information Analysis and
Infrastructure Protection

Asa Hutchinson
Under Secretary
Border & Transportation
Security

Michael Brown
Under Secretary
Emergency
Preparedness
and Response

Michael Garcia
Assistant Secretary
Immigration &
Customs Enforcement

Robert Bonner
Commissioner
Customs &
Border Protection

Admiral James Loy
Assistant Secretary
Transportation
Security Agency

Connie Mitchell
Assistant Secretary
Federal Law Enforcement
Training Center

Stewart Verdery
Assistant Secretary
Policy

Jim Williams
Director
US-VISIT Program

Full DHS Organization Chart in Backup Slides

PMO Organization Chart

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Department of Homeland Security

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                    ┌─────────────────────────┐      ┌──────────────────────┐
                    │   Director US-VISIT      │──────│   Legal and          │
                    │                          │      │ Regulatory Support   │
                    ├─────────────────────────┤      ├──────────────────────┤
                    │   Deputy Director        │──────│   Office of          │
                    │                          │      │   Administration     │
                    └─────────────────────────┘      └──────────────────────┘
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Chief Strategist	Mission Operations Management	Information Technology Management	Increment Management	Facilities Management

Budget & Financial Management	Outreach Management	Acquisition & Program Management

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US-VISIT PMO Role

- **Define program vision, direction and strategy**

- **Ensure program mission success**

- **Identify, define, and manage prime integrator work**

- **Provide operational subject matter experts**

- **Define functional requirements**

- **Draft policies and regulations to support program**

- **Manage and conduct outreach and public education**

- **Formulate and execute budget**

- **Develop business and performance measures and define system acceptance criteria**

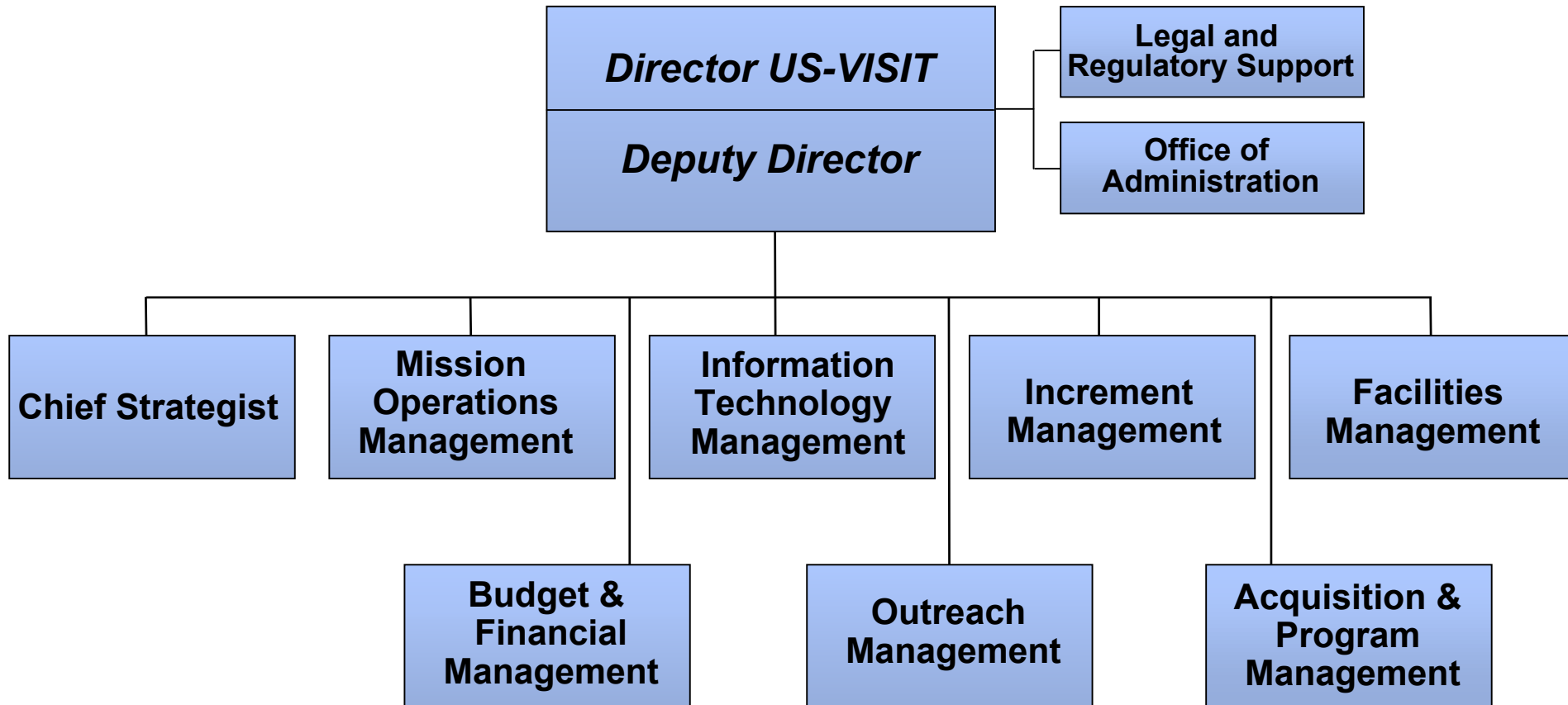- **Conduct facilities integration and build-out**

Organizational Structure
Prime Integrator Role

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Department of Homeland Security

Program Planning & Management

Communications & Organizational Change Support

US-VISIT Enterprise Architecture

Total Solutions Provider

Trainer

Strategic & BPR Support

Deployment

Transition to Support

Systems Engineer

Integrator

Software Developer
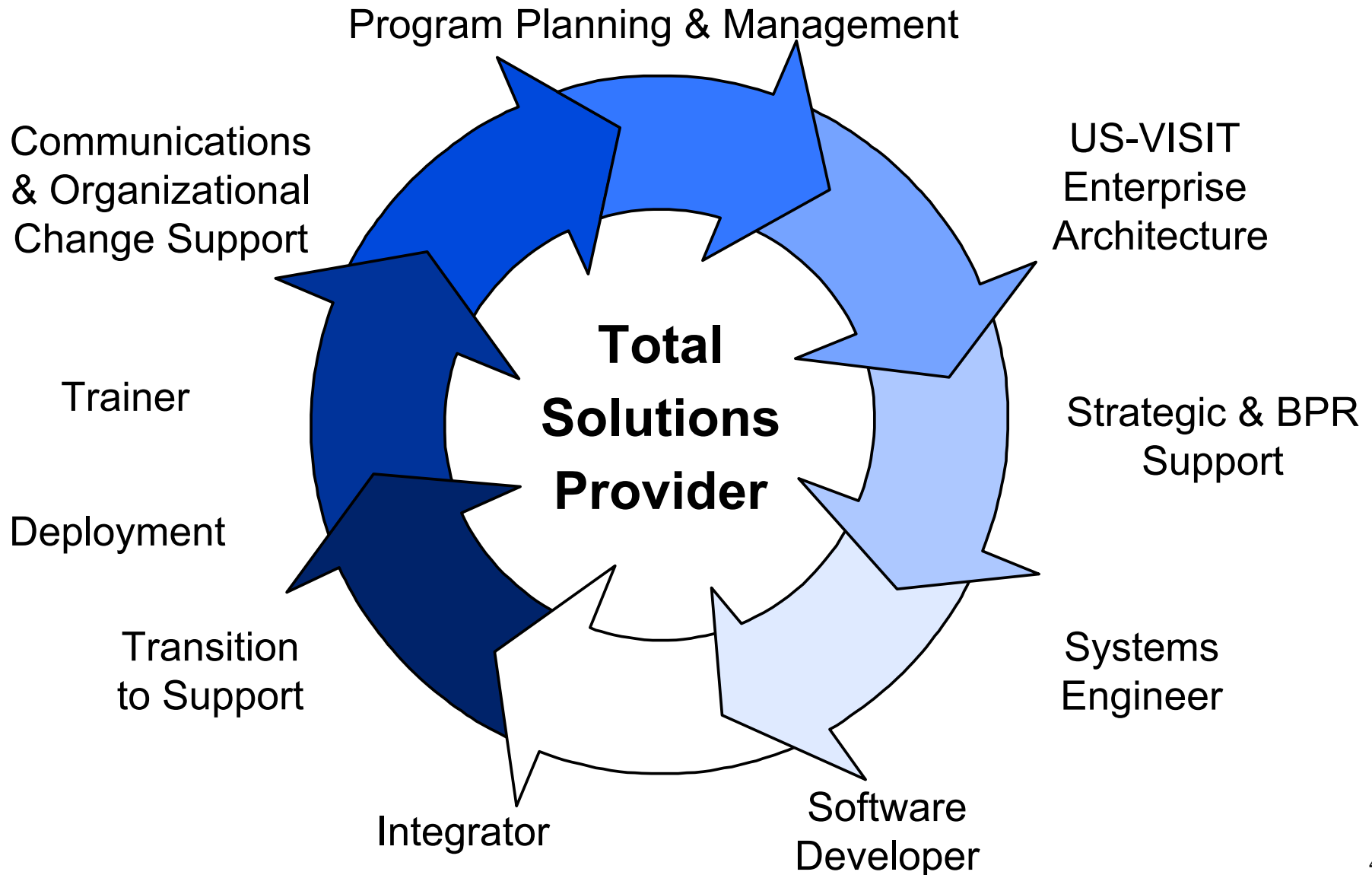
Acquisition Strategy

**Direct and candid
Pre-RFP
communication**

Full and open competition

**Selection of a World
Class Prime Integrator**

Pre-RFP Communication Vehicles

- **Request For Information – valued feedback**

- **Industry Conference(s)**

- **Meetings with Prime Offerors**
  - Recommendations for constructing RFP to allow for:
    - ❖ Innovative, actionable technical and programmatic solutions
    - ❖ Innovative strategies for deployment
  - Inputs on acquisition strategy
    - ❖ Contractor roles
    - ❖ Evaluation criteria
    - ❖ Incentive approaches

- **Potential Group Sessions with Prime Offerors**
  - Plan to leverage professional associations
  - Further information will be posted on website

- **US-VISIT Website**
  - Written communication via website or email

US-VISIT Website

The United States Visitor and
Immigrant Status Indicator Technology

Department of Homeland Security

- **US-VISIT website serves as the program information portal**

- **Acquisition will be conducted via electronic commerce**

- **All solicitation documentation will be available through the website**
  - Pre-solicitation questions and answers
  - Bidders list
  - Posting of RFP
  - US-VISIT library

- **Website will list Industry Day attendees and serve to facilitate small and disadvantaged business teaming opportunities**

- **Website at:**
www.dhs.gov/
9 **Immigration and Borders**
9 **Border Management**
9 **US-VISIT**

Partnering with the Prime

- **Shared set of goals and objectives**

- **Shared accountability**

- **Support of the US-VISIT mission**

- **Partner with all US-VISIT stakeholders**

- **Success-oriented philosophy**

- **Bringing innovative, executable solutions to the table**

Anticipated Acquisition Approach (1 of 2)

- **Leverage what Industry has already done**
  - Want Prime Offerors to propose actionable solutions
  - Proposed solutions and associated costs will form part of the evaluation

- **Near-term role of the Prime Integrator will be dependent on solutions offered**

- **Need a capable and diverse team that must include significant small and disadvantaged business participation**
  - Encourage teaming arrangements to remain flexible

Anticipated Acquisition Approach (2 of 2)

- **Full and open competition**

- **Best value trade-off selection**

- **Single award**

- **Indefinite Delivery, Indefinite Quantity (IDIQ)**

- **Delivery/task order based**

- **Performance based/award and incentive fees**

Potential Prime Integrator Qualifications

- **Experience with Border Management**

- **Experience on a minimum of three IT integration projects over the last 5 years**
  - Each with a total contract value >$500 Million (U.S.)
  - Each encompassing full systems development/systems integration life cycle
  - At least 1 of the 3 must have been with U.S. Federal Government
  - At least 1 of the 3 must have integrated 5 or more complex systems

- **Must have been Prime over multiple subcontractors on large (>$500M) IT integration project**

- **Demonstrated successful implementation of high volume, real time, performance driven, global network-based applications**

- **Ability to support and staff nationwide systems development and deployment effort**

- **Evidence of level 3 rating against either the SEI SW-CMM or CMMi Capability Maturity Model**

Solicitation & Selection Schedule

Industry Day

Finalize Acquisition Strategy and RFP

Contract Award

Source Selection

2004

| JUL | AUG | SEP | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY |

Pre-RFP Communications

Receive Proposals

Release RFP
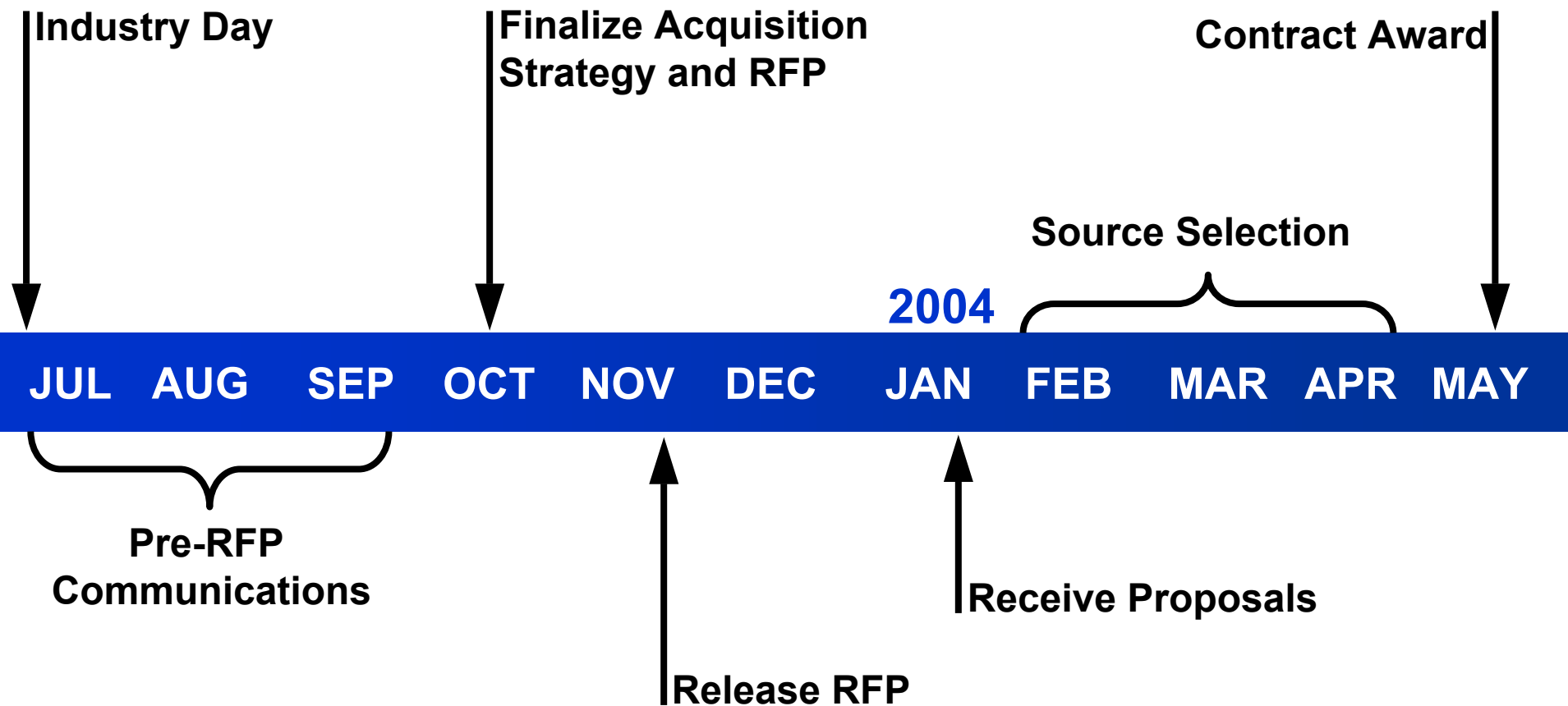
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Question and Answer Session

Backup Slides

Department of Homeland Security Organization Chart

Executive Secretary	
Legislative Affairs	
Public Affairs	
State and Local Coordination	
Special Assistant to the Secretary (private sector)	
National Capital Region Coordination	
Shared Services	

Secretary

Deputy Secretary

Citizenship & Immigration Service Ombudsman (1)

Chief of Staff

Director, Bureau of Citizenship & Immigration Services (1)

Small & Disadvantaged Business

Privacy Officer

Commandant of Coast Guard (1)
Inspector General
General Counsel
Civil Rights and Civil Liberties
Director of the Secret Service (1)
International Affairs
Counter Narcotics

Under Secretary Management	Under Secretary Science and Technology	Under Secretary Information Analysis and Infrastructure Protection	Under Secretary Border & Transportation Security	Under Secretary Emergency Preparedness and Response

Program Management Organization
PMO Organization Chart

Director US-VISIT

Deputy Director

Legal and Regulatory Support

Office of Administration

Chief Strategist
- Enterprise Strategy/Planning
- Governance
- Policy, Privacy, and Bus Rules
- Org Change Mgt

Mission Operations Management
- Bus Process Reeng
- Rqmts Development
- Policies, Procedures
- Business Transition
- Bus Results Mgt
- Mission Ops Center

Information Technology Management
- Technical Stds & Biometrics
- EA & Engineering
- Coordination
- Ent Architecture
- Ent Engineering
- Transition Mgt
- Test & Evaluation
- Training
- Security
- Configuration Mgt

Increment Management
- Increment 1
- Increment 2A
- Increment 2B
- Increment 3
- Increment 4

Facilities Management
- Planning, Integ & Execution
- POE Mgt
- Environmental Mgt
- Lease Acq Mgt
- GIS Mgt
- Traffic Model Analysis
- Interagency Rqmts Dev
- Schedule, Budget, Contracts & Risk Mgt

Budget and Financial Management
- Portfolio Mgt
- Financial Mgt
- Performance Mgt

Outreach Management
- Liaison
- Communications
- Oversight

Acquisition & Program Management
- Acquisition Strategy
- Contract Mgt
- Policies, Proc & Reg
- Prog Planning
- Risk Mgt
- Rqmts Mgt
- Quality Assurance
- Program Control
- Proc Improvement
- Document Mgt

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