

TASPO-ATS-L Project Plan

**Targeting and Analysis Systems Program Office
Automated Targeting System-Land
TASPO_ATS-L_(WR_1941)_PP_1.1**

**Document Number:
TASPO_ATS-L_(WR_1941)_PP_1.1**

October 6, 2011



U.S. Customs and Border Protection

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TASPO-ATS-L Project Plan

Targeting and Analysis Systems Program Office

Automated Targeting System-Land (WR_1941)

Executive Summary

Background

The purpose of this project is to enhance the Automated Targeting System's-Land application (ATS-L) to incorporate the analysis and rule-based risk assessment of the people crossing the nation's borders in vehicles. Upon completion of the processing and checking of the license plate numbers of vehicles and the Western Hemisphere Travel Initiative (WHTI) compliant documentation of the people seeking to cross the border, ATS-L will allow U.S Customs and Border Protection (CBP) officers to B7E [REDACTED] to produce a risk assessment for each vehicle and person. These assessments will assist CBP officers at primary booths in determining whether to allow a vehicle to cross or to send the vehicle to secondary for further examination.

Among the benefits envisioned in the implementation of this enhancement are:

- Providing real-time vehicle and person risk assessment capabilities to land border ports of entry;
- improving security at U.S. land borders by assessing which vehicles and people are more likely to be security risks; and
- [REDACTED] ry.

The vehicle-only version of ATS-L is currently deployed to B7E [REDACTED]

Deliverables

There is usually a deployment of ATS-L updates every B7E [REDACTED] or as requested by the business sponsors, and each implementation is monitored by the ATS-L Project Manager and CBP executive managers on a regular basis.

Schedule

TASPO Program Control maintains the cost estimates and budgets for this project.

Cost

TASPO Program Control maintains the cost estimates and budgets for this project.

Revision History

Document Number	Description of Revision	Author/ Person Responsible	Government Approval Authority	Date Approved
TASPO_ATS-L_(WR_1971)_PP_1.0.doc	Initial Revision	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	4/28/2011
TASPO_ATS-L_(WR_1971)_PP_1.1.doc	Revise dates, changed OIOC to OIIL	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	11/03/11

Contents

Executive Summary	i
Background.....	i
Deliverables.....	Error! Bookmark not defined.
Schedule	Error! Bookmark not defined.
Cost.....	Error! Bookmark not defined.
Revision History	iii
1. Introduction.....	1
1.1. Project Description	1
1.2. Project Background	2
1.3. Assumptions, Dependencies, and Constraints.....	2
1.3.1. Assumptions	2
1.3.2. Dependencies.....	3
1.3.3. Constraints.....	3
1.4. Key Points of Contact.....	3
1.5. Project References	3
2. Project Organization and Responsibilities	4
2.1. Project Team Structure and Organizational Boundaries	4
2.2. Project Roles and Responsibilities	4
2.3. Communication Strategy	6
2.3.1. Status Reporting	6
2.4. Schedule Management Strategy	7
2.5. Estimation and Budget Management Strategy	7
2.5.1. Project Estimates	7
2.6. Budget/Cost Management	7
2.7. Quality Assurance, Configuration and Data Management Strategies	7
2.7.1. Configuration Management.....	7
2.7.2. Data Management.....	7
2.8. Project Development Strategy	7
3. Task Descriptions, Schedule and Resources.....	7
3.1. Project Task Summary	7
3.2. Project/Task Interdependencies.....	8
3.3. Required Facilities.....	8
3.4. Task Management	8
3.5. Technology Applications.....	8
3.6. Resource Acquisition Strategy	8
3.7. Staffing Impact Strategy	8
3.8. SELC Stage Related Requirements	8
3.8.1. Planning Stage.....	8
3.8.2. Requirements Definition Stage	9
3.8.3. Design Stage.....	9
3.8.4. Development Stage.....	9
3.8.5. Integration and Test Stage.....	9
3.8.6. Implementation Stage.....	9
3.8.7. Operations and Maintenance Stage	9
3.8.8. Disposition Stage.....	9

4. Risk Areas and Mitigation Strategies..... 9

5. Appendices..... 10

 5.1. Work Breakdown Structure 10

 5.2. Project Schedule 10

 5.3. Glossary of Terms 10

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Automated Targeting System-Land (WR_1941)

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Date Prepared: October 6, 2011

1. Introduction

This document describes the Project Plan for ATS-Land Border. It complies with the policies and requirements of the U.S. Customs and Border Protection (CBP) *Systems Life Cycle (SLC) Handbook*.

This document provides scope, cost, schedule, and resource information pertinent to the development of ATS-Land Border, including the proposed organizational structure and management and oversight strategies that will guide implementation. It includes a summary of potential risk areas for the development portion of the project (along with recommended mitigation strategies) and concludes with three appendices: Work Breakdown Structure (WBS), Project Schedule, and Glossary of Terms (see Section 5.0, Appendices).

The Project Plan is primarily used by the Project Manager (PM) and Business Sponsor, although specific team roles or other project stakeholders may use it for project guidance or reference. Please refer any questions or comments regarding this plan to the Project Manager (b) (6), (b) (7)(C) at (b) (6), (b) (7)(C) or (b) (6), (b) (7)(C)

This section of the Project Plan provides information about the background and context of ATS-Land Border, including a general description of the project, assumptions and constraints, project references, and key points of contact.

Pertinent portions of this Project Plan document will be updated as required and/or prior to rebaselining.

1.1. Project Description

ATS-Land Border is an analysis and rule-based risk assessment of private vehicles and people crossing the nation's borders. (b) (7)(E)

[Redacted text block]

(b) (7)(E)

1.2. Project Background

Office of Information and Technology (OIT) requires this project for the following reasons:

(b) (7)(E)



1.3. Assumptions, Dependencies, and Constraints

Development of Automated Targeting System—ATS-Land Border (ATS-L) will proceed under the following assumptions, dependencies, and constraints.

1.3.1. Assumptions

Listed below are the assumptions that form the basis of the project planning and estimates:

- ATS-L will be developed and deployed using a modular approach. The project team, business sponsors, and users define plans for deployment. The ATS-L project manager and OIIL representative arrive at a consensus on the deployment schedule.
- Additional functionality developed will be incorporated into ATS-L as deemed necessary by business sponsors.
- ATS-L shall be available 24-hours per day, 7-days a week (b) (7)(E)

- The system will be available to CBP personnel at all sites equipped with the appropriate communications (b) (7)(E)
- OIT will discuss provisions for locations without proper infrastructure during the design for future project proposals.
- OFO/OIIL will obtain Memoranda of Understanding (MOUS) for accessing the additional data sources for system implementation. OIT will include these costs in its programming proposal.
- OIT provided preliminary cost and schedule estimates based on its prior experience.

1.3.2. Dependencies

ATS-L is constantly interfacing with other systems for information sharing. (b) (7)(E)

1.3.3. Constraints

ATS-L is constantly interfacing with other mainframe systems for information sharing. (b) (7)(E)

1.4. Key Points of Contact

Table 1-1: Key Points of Contact

Name	Organization	Telephone Number	E-mail Address
(b) (6), (b) (7)(C) Executive Director	OIT/TASPO	(b) (6), (b) (7)(C)	P(b) (6), (b) (7)(C)
(b) (6), (b) (7)(C), Deputy Executive Director	OIT/TASPO	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)
(b) (6), (b) (7)(C), Director Passenger Targeting	OIT/TASPO	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)
(b) (6), (b) (7)(C), Program Manager	OIT/TASPO	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)
Director	OIIL	202-344-	
(b) (6), (b) (7)(C), Program Manager	OIIL	(b) (6), (b) (7)(C)	
(b) (6), (b) (7)(C), Program Manager	OIIL	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)

1.5. Project References

The ATS-L project is in the Operations and Maintenance stage and the project references, plans and deliverables do not apply.

2. Project Organization and Responsibilities

In addition to the Office of Intelligence and Investigative Liaison (OIIL) as being the primary customers of ATS-L, stakeholders to the program exists at all different levels of CBP, DHS, and other government agencies (OGA).

External to CBP efforts, the ATS-L project teams will also work with representatives from other DHS components and Federal, State, and local law enforcement/intelligence agencies.

2.1. Project Team Structure and Organizational Boundaries

The primary customer for this project is the Office of Intelligence and Investigative Liaison (OIIL). (b) (7)(E)

The organizational boundaries and interfaces for the project are documented in Table 2.1.

Figure 2-1 shows the overall organization for this project.

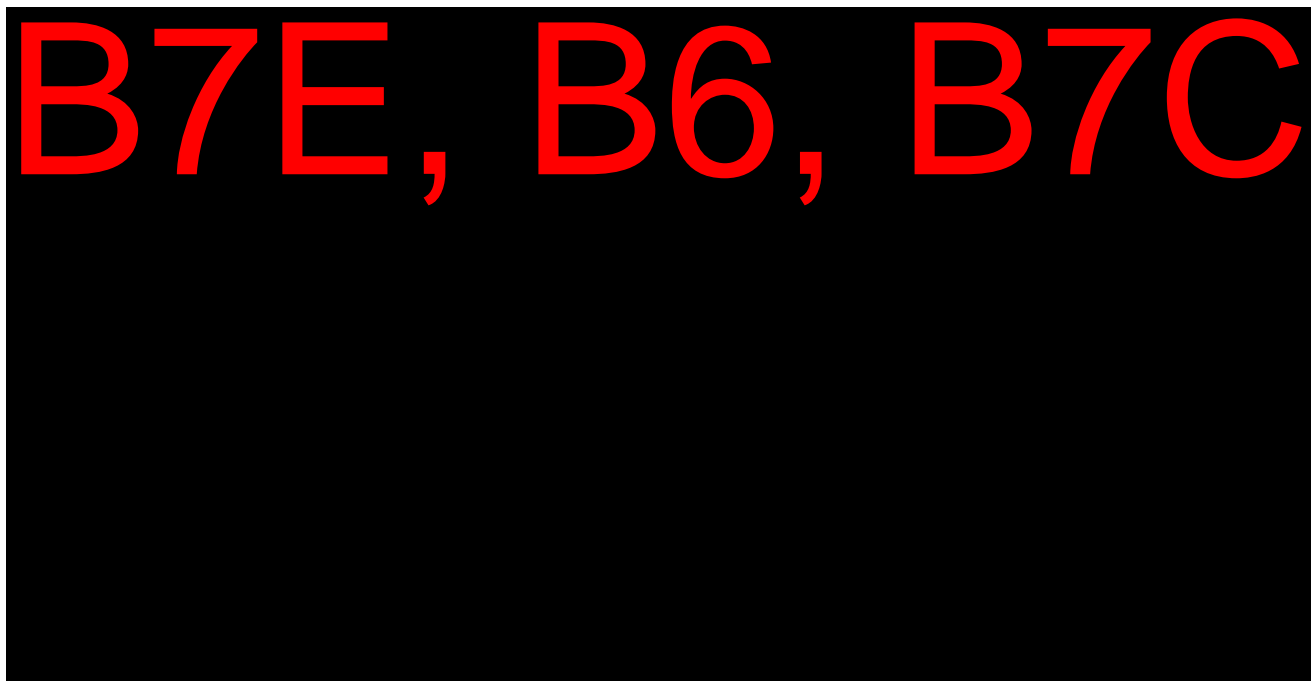


Figure 2-1 ATS-L High level Project Organization Chart

2.2. Project Roles and Responsibilities

Table 2-1 below displays project team roles and responsibilities and identifies the individuals that will perform those roles on this project.

Table 2-1: Project Roles and Responsibilities

Role	Responsibility	Name(s) and Organization(s)
Business Sponsor	Overall vision and business requirements	(b) (6), (b) (7)(C), OIIL
OIT Program Office/Division Executive Director	Oversight and high-level management of the project	(b) (6), (b) (7)(C) Executive Director, TASPO
OIT Program Office/Division Deputy Executive Director	Oversight and high-level management of the project	(b) (6), (b) (7)(C) Deputy Executive Director, TASPO
Business Project Manager	Represents the Business Sponsor day-to-day and collaborates with the OIT PM	(b) (6), (b) (7)(C) B6, B7C OIIL
OIT Project Manager	Manages the OIT project	(b) (6), (b) (7)(C) OIT/TASPO
Project Quality Manager / Representative	Director, Architecture & Engineering	(b) (6), (b) (7)(C) OIT/TASPO
Project Configuration Management (CM) Manager / Representative	Configuration Management	(b) (6), (b) (7)(C), TASPO
Project Team Lead(s)	TASPO Lead Contractor	(b) (6), (b) (7)(C) (b) (6), (b) (7)(C) TASPO
Computer Security Officer	TASPO Security	(b) (6), (b) (7)(C), TASPO
Information Systems Security Officer	Monitors compliance with FISMA requirements and systems security status; Monitors security requirements and plans of action and milestones (POAMS, C&A))	(b) (6), (b) (7)(C), TASPO
Risk Management Coordinator	Manages the risk for the project and updates the risk data base	(b) (6), (b) (7)(C), TASPO
Change Control Board	Approval of releases	(b) (6), (b) (7)(C), TASPO
Requirements Analysts	Gathers requirements	(b) (6), (b) (7)(C) TASPO
TASPO System Acceptance Testing	Government Lead	(b) (6), (b) (7)(C), TASPO
Support Organization Point-of-Contact (POC) – EDME	Planning, Engineering, and Operations Support	(b) (6), (b) (7)(C), EDME

Role	Responsibility	Name(s) and Organization(s)
Support Organization Point-of-Contact (POC) – ENTS	Enterprise Network Support	(b) (6), (b) (7)(C) ██████████ ██████████, ENTS
Architecture	Network Architecture, Technology/Infrastructure Architecture, Database Architecture, Performance/Reliability Architecture, Systems Engineering	(b) (6), (b) (7)(C) ██████████, TASPO
Environment and Infrastructure	Network Architecture, Infrastructure and Environments, Architect and implement the infrastructure and environment needs	(b) (6), (b) (7)(C), TASPO
Software Engineering	Software design and development, COTS integration, Object Definitions, Code Development, Unit Testing	(b) (6), (b) (7)(C) ██████████ ██████████ ██████████, TASPO
Database Administrators	DBA	(b) (6), (b) (7)(C) ██████████ ██████████, TASPO
TASPO Program Control Office	TASPO Financial, Budget, and Investment Management Support	(b) (6), (b) (7)(C), TASPO

2.3. Communication Strategy

Effective management and coordination of communications is an important element for a project's success. A Communications Management Plan describes the strategy for managing, coordinating, and implementing the project's communication activities. It describes the project's communication needs as well as the methods use to collect and disseminate communication items.

2.3.1. Status Reporting

Status reporting for this project will consist of reporting internally within the agency and externally for any contractor support. Indicate required information (verbal or written) for monthly or bimonthly senior management reviews, weekly or biweekly project status meetings, reporting across organizations, etc. See the Project Monitoring Section within the SLC Handbook, for a more complete description of suggested reporting requirements.

2.4. Schedule Management Strategy

The ATS-L project schedule is a living document. Consequently its baseline and subsequent changes are version controlled and stored in Dimensions, within the TASPO's CM repository.

2.5. Estimation and Budget Management Strategy

2.5.1. Project Estimates

Cost estimates are managed by the TASPO Program Control Office.

2.6. Budget/Cost Management

Microsoft Project and WorkLenz tools are being used to manage and monitor budget performance. Budget management is performed by the TASPO Program Control Office.

2.7. Quality Assurance, Configuration and Data Management Strategies

TASPO has a Quality Assurance Plan, which each project will follow. ATS-L will not deviate from the TASPO plan.

2.7.1. Configuration Management

TASPO has a Configuration Management (CM) Plan, which each project will follow. ATS-L will not deviate from the TASPO plan.

2.7.2. Data Management

TASPO has a Data Management Plan which has a set of policies that each project developed should follow. ATS-L has not/will not deviate from the TASPO plan.

2.8. Project Development Strategy

The life cycle and development methodology strategies that will be applied to this project are consistent with those described in the SLC Handbook and follow the DHS SELC-based guidance for stage 5 (DHS SELC Integration and Test) to stage 7 (DHS SELC Operations and Maintenance Stage)

3. Task Descriptions, Schedule and Resources

This section defines and summarizes the planned key milestones, resources, costs, deliverables, and schedule estimates for all project activities. It provides a written overview of the detailed WBS contained in Appendix A.

3.1. Project Task Summary

Please refer to TASPO Program Control for information regarding Budget and Labor Components.

3.2. Project/Task Interdependencies

The interdependencies between tasks will be managed by the detailed project schedule maintained in Microsoft Project.

3.3. Required Facilities

(b) (7)(E)

3.4. Task Management

Tasks are detailed in the project schedule maintained in Microsoft Project and managed through daily developer scrums and weekly status reporting.

3.5. Technology Applications

This plan will be updated as other technologies and tools are identified and added to the Technology Reference Model (TRM). The following technologies and tools will initially support the project.

(b) (7)(E)

3.6. Resource Acquisition Strategy

The ATS-L project will use existing TASPO contract support and hardware infrastructure. The TASPO Program Control Office maintains any contract award or related documents.

3.7. Staffing Impact Strategy

This project is not expected to require any significant changes to the existing workforce.

3.8. SELC Stage Related Requirements

This release complies with the approved TASPO SELC process which requires operations & maintenance projects to go through annual gate reviews for Stages 5 through 7.

This section provides a summary of the work estimates, tailored life cycle activities, and tailored list of deliverables for each of the SELC stages. To see a detailed WBS for the project, refer to Appendix A of this document.

3.8.1. Planning Stage

This section is not applicable as this release complies with the approved TASPO SELC process which requires operations & maintenance projects to go through annual gate reviews for Stages 5 through 7

3.8.2. Requirements Definition Stage

This section is not applicable as this release complies with the approved TASPO SELC process which requires operations & maintenance projects to go through annual gate reviews for Stages 5 through 7.

3.8.3. Design Stage

This section is not applicable as this release complies with the approved TASPO SELC process which requires operations & maintenance projects to go through annual gate reviews for Stages 5 through 7.

3.8.4. Development Stage

This section is not applicable as this release complies with the approved TASPO SELC process which requires operations & maintenance projects to go through annual gate reviews for Stages 5 through 7.

3.8.5. Integration and Test Stage

ATS-L is in the operations and maintenance stage. No new major functionalities are designed or implemented. Minor system enhancements and fixes related to production issues are implemented via scheduled releases.

3.8.6. Implementation Stage

The ATS-L system is in the operations and maintenance stage. No new major functionalities are currently being designed or implemented. Minor system enhancements and fixes related to production issues are implemented via scheduled releases.

3.8.7. Operations and Maintenance Stage

The ATS-L system is in the operations and maintenance stage. No major functionalities are designed or implemented. Minor system enhancements and fixes related to production issues are implemented via scheduled releases

3.8.8. Disposition Stage

4. Risk Areas and Mitigation Strategies

A separate risk management plan describes the project team's approach for identifying, tracking, and mitigating risks to the success of the project, i.e., fulfilling the user requirements on time and within budget. Actual risks with mitigation strategies are presented and maintained in the Project Risk and Issue Management Report for this initiative.

5. Appendices

5.1. Work Breakdown Structure

The contents of the ATS-L work breakdown structure is maintained within documents on the TASPO shared drive.

5.2. Project Schedule

The ATS-L project schedule is maintained and updated through the Project Server. A copy is kept on the shared drive: S:\ATS-L\ATSL_Project_Schedules

5.3. Glossary of Terms

List and define pertinent terms and abbreviations here or reference glossary document applicable to this project.

Acronym	Name
APIS	Advance Passenger Information System
ATS-L	Automated Targeting System – Land Border
CABINET	Combined Agency Border Intelligence Network
CBP	Customs and Border Protection
CM	Configuration Management
FRD	Functional Requirements Document
NDC	Newington Data Center
NIIS	Non-Immigrant Information System
NLETS	National Law Enforcement Telecommunications System
NNBIS	National Narcotics Border Interdiction System
OFO	Office of Field Operations
OIT	Office of Information and Technology
OIIL	Office of Intelligence and Investigative Liaison
EDME	Enterprise Data Management & Engineering Division
ENTS	Enterprise Networks and Technology Support Division
FMG	Financial Management Group
ORR	Operational Readiness Review
PDR	Preliminary Design Review
PIRA	Project Initiation Review and Authorization

Acronym	Name
POC	Point of Contract
PRR	Production Readiness Review
QA	Quality Assurance
SAT	System Acceptance Testing
SAVI	Suspect and Violator Indices
SELC	System Engineering Life Cycle
TASPO	Targeting and Analysis Systems Program Office
TECS	TECS
TRR	Test Readiness Review
URD	User Requirements Document
WANTS	Worldwide Alien Narcotics Tracking System
WBS	Work Breakdown Structure