



U.S. Immigration  
and Customs  
Enforcement

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# FALCON OPERATIONS & MAINTENANCE SUPPORT & SYSTEM ENHANCEMENT

## Statement of Outcomes

5/14/2015 – 5/13/2016

*(Performance Work Statement Appendix B)*

*May 11, 2015*

Homeland Security Investigations (HSI)

Mission Support



Homeland  
Security

# **Statement of Outcomes – FALCON OPERATIONS & MAINTENANCE SUPPORT & SYSTEM ENHANCEMENT Contract**

## **(Appendix B)**

**Period of Performance - 5/14/2015-5/13/2016**

### **1.0 BACKGROUND**

Appendix B shall be considered an addendum to **Section 5.8 of the Performance Work Statement: Additional Work to Be Performed During the Initial POP, Option Years 1-2, and the Optional Six-Month Extension.**

During the twelve-month period 5/14/2015 to 5/13/2016, or longer if mutually agreed to by the parties, the Contractor shall perform development, integration, and training services for the following projects, which are not presented in priority order. The parties shall mutually agree to the list priorities and project timelines.

### **2.0 PROJECT PLANS AND SCHEDULES**

The Contractor shall submit to the FALCON Program Manager and the FALCON COR/ACOR no later than ten work days after the beginning of a contract year a draft Schedule of Outcomes, listing the planned start dates of each planned outcome-based project. Based upon this Schedule of Outcomes, the Contractor shall submit to the FALCON Program Manager and the FALCON COR/ACOR no later than ten working days prior to the initiation of work on a particular outcome-based project a Project Plan and a Project Schedule. The one exception shall be for the first of the planned outcome-based projects, for which a Project Plan and a Project Schedule shall be delivered by the Contractor concurrently with delivery of the draft Schedule of Outcomes.

Project Plans, mutually agreed to by HSI and the Contractor, shall identify specific user groups, workflows and discrete tasks. The Project Plans will define the agreed upon scope of each outcome – any and all changes to the Project Plans must be mutually agreed upon by the parties and documented in weekly and/or monthly reports. Specifically, any addition of a new task within the Project Plan must be mutually agreed upon by the parties, and counterbalanced with the deletion or delay of an existing task of equal effort, as documented in weekly and/or monthly reports. Project Schedules shall list high-level tasks for a specified outcome-based project. Project Plans and Schedules may be amended by the two parties' mutual agreement.

### **3.0 PROJECT MANAGEMENT**

As part of the Draft Project Plan for each planned outcome-based project, Contractor shall identify a project lead, who will (a) coordinate all Contractor work on that particular outcome-based project; (b) manage the Project Plan and Project Schedule; and (c) report on progress and achievement of project milestones at weekly meetings with the FALCON PMO Team and to

inquiries made by the FALCON Program Manager or other HSI authorities. At the Contractor's discretion, a particular employee may be assigned as project lead for more than one outcome-based project.

In addition to weekly progress meetings, the Contractor shall provide (a) quarterly briefings at the Unit Chief level and (b) twice yearly briefings to the Executive Steering Committee on progress and achievement of project milestones across all outcomes.

The FALCON Program Manager shall identify a governmental project lead for each planned outcome-based project. This governmental project lead will (a) identify governmental Subject Matter Experts (SMEs) as necessary for requirements gathering, user feedback, and user testing; (b) facilitate meetings between governmental SMEs and Contractor staff; (c) coordinate agreements between the FALCON PMO and other bodies within ICE or other governmental agencies required for exchanges of data necessary for the accomplishment of the outcome-based project; (d) review/approve all changes to the Project Plan and/or Project Schedule proposed by the Contractor; and (d) alert the FALCON Program Manager and the FALCON COR/ACOR whenever schedule breeches are anticipated to occur or other problems arise which may adversely impact either project quality or the achievement of project deadlines.

All training activities conducted in support of these outcomes must be coordinated, in advance, with the FALCON Program Management Office (PMO).

#### **4.0 LIST OF OUTCOME-BASED PROJECTS**

##### **Outcome 1: Enhance the analytical capabilities of Human Smuggling/Human Trafficking investigations.**

- Research and document the needs of the Human Smuggling user group to identify and implement an ontology and data modeling for use of money service businesses (MSB) data.
- Create pipeline for the regular ingestion of the key MSB transactions.
- Work with the users to identify and implement analytical processes and methodology to exploit MSB data.
- Roll out the Falcon mobile app to a pilot set of Special Agents (SAs) responsible for gathering intelligence in key southwest border locations.
- Iterate with users and deploy appropriate Mobile input forms to allow the SAs supporting the Human Smuggling initiative to effectively and easily collect data on parties of interest.
- Document training curriculum around new workflow.

##### **Outcome 2: Modernize the Telecommunications Linking System (TLS) in order to achieve mainframe TECS independence and enhance the analytics of telecommunication data at HSI.**

- Work closely with ICM team to determine set of requirements for TLS integration with ICM.
- Develop solution for housing all TLS data in a way that is searchable through both ICM and FALCON.
- Simplify data import/export process to increase the number of phone subpoenas uploaded into the system.
- Develop phone deconfliction tool to provide all phone matches with corresponding cases in an easy to read display.
- Identify users with a high degree of familiarity with large scale phone record analysis and work with them to develop an analytical workflow or capability on top of TLS data.
- Document training curriculum around new system.

**Outcome 3: Migration of current TECS pipeline from Electronic Data Warehouse (EDW) to new location.**

- Perform full analysis of data in new data warehouse and document any changes to the data between the old and new locations.
- Migrate pipeline and ingestion scripts to pull data from the new location.
- Gather feedback and make changes to modeling as mutually decided upon and prioritized by both parties.
- Evaluate any additional changes to storage locations of current case data as they arise, document changes and make necessary pipeline modifications.

**Outcome 4: Enhanced financial flows investigative capabilities.**

- Research, identify, and document core workflows of user groups that leverage financial and other relevant and appropriate datasets.
- Create pipeline for the highest priority data set that meets the criteria for back-end ingestion into the system.
- Provide simple interface for users to upload structured financial data.
- Display data in a tabular format that allows user to sort, filter and drill down to relevant transactions.
- Work with users to identify and implement 5-8 configurable reports that facilitate a deeper understanding of the data and that meet criteria for investigative presentations.
- Document training curriculum around new workflows and/or products.

**Outcome 5: Improve illicit finance and trade enforcement workflows by enhancing the capability to find patterns across the data**

- With the assistance of user groups engaged with illicit finance and trade enforcement, research, identify and document current workflows and data sets utilized for entity resolution and analysis .

- Integrate the highest impact data sets; possibilities include but are not limited to: Bills of Lading (BOL) and Manifest data, shipping and container data, additional trade data, and financial fraud data.
- Work with users to build and iterate on a search and alert framework that allows users to predefine filters and receive alerts when new data matching certain criteria is added to the system.
- Work with user groups to develop workflows and implement additional customizations that allow analysts to recognize and identify patterns in the data and test models and processes.
- Work with users to identify workflows and/or plugins that facilitate a deeper understanding of the data from a geographic analytic and activity pattern perspective.
- Provide ability to visualize data layered or grouped by various properties.
- Document training curriculum around new workflows and/or products.

**Outcome 6:** Improve ability to close both cold and current child exploitation cases

- Research, identify, and document core workflows of user groups that work on child exploitation cases
- Work with users to identify necessary changes to the data or additional tools to identify PII from unstructured data sources as well as existing structured records.
- Provide ability to cross reference new intelligence such as email addresses, IPs, names and addresses against historic data
- Isolate all URLs contained in the relevant subset of existing and future data
- Document training curriculum around new workflows and/or products
- Roll out workflow to other units focusing on the same mission

## 5.0 ESCALATION

At the beginning of each year of contract performance, the AD and DAD over the FALCON program, with the input of the ESC and of the Contractor will agree upon the addition of up to five outcomes to be completed during the upcoming year (the number of outcomes may be higher if both parties agree). If ICE and the Contractor are unable to agree upon the scope of a given outcome or set of outcomes, the Contractor will provide a detailed technical rationale as to why the outcome falls outside the scope of PWS. This written rationale shall include the level of effort and why this level of effort is not attainable and shall be presented to the ICE FALCON Program Manager and COR/ACOR within five (5) business days of the Contractor's initial announcement of lack of agreement on the Statement of Outcomes. In this scenario, HSI management and the Contractor's management will use this information to reach a final agreement on the Statement of Outcomes. Contractor will provide the implementation support for all tasks listed in an annual outcomes statement to

which both HSI and the Contractor agree.

Should the provision by the Contractor of a technical rationale for the non-feasibility of an outcome fail to result in agreement between HSI management and the Contractor's management on the contents of the Statement of Outcomes, either party may request adjudication from the assigned ICE Contracting Officer (CO), who shall make a determination within five (5) business days of receipt of the adjudication request as to whether or not the disputed outcome(s) shall be included in the Statement of Outcomes. In the event that HSI's priorities change during the period of time covered by a Statement of Outcomes and HSI requests that the Statement of Outcomes be amended, and the Contractor determines that this new request for work does not clearly fall within the scope of the existing Statement of Outcomes, the Contractor may present the change request to the CO, who shall review the request to determine whether HSI's request falls within the scope of that document. Such determinations must be made within five (5) business days of the escalation request. The Contractor will not be obligated to take any action on the new request for work unless and until the CO, in coordination with the Contractor, approves the request and determines that such request falls within the scope of an existing Statement of Outcomes or otherwise amends such document to include the new request for work. In the event the CO and Contractor are unable to reach an agreement, the matter will be referred to ICE's Head of Contracting Authority (HCA) for final adjudication. For any priority tasks outside the scope of the existing Statement of Outcomes, HSI may request a level of effort from Contractor; Contractor shall not be obligated to perform such tasks unless (i) the task consists of high priority case work and is specifically requested by the Executive Assistant Director of HSI (or his/her designee); and (ii) a required task of a comparable level of effort is explicitly postponed or eliminated.

Changes to the annual Statement of Outcomes shall be incorporated into the contract through bilateral modification.

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