



ICE Acquisition Governance Guidebook

November 2022



U.S. Immigration
and Customs
Enforcement

Foreword

I am pleased to present the U.S. Immigration and Customs Enforcement (ICE) Acquisition Governance Guidebook. Together with ICE Directive 2007.3, ICE Acquisition Governance, this Guidebook sets forth ICE policy regarding acquisitions and serves as the authoritative guidance for ICE Acquisition Governance. The purpose of ICE's acquisition programs and related activities is to obtain, modernize, sustain, and expand ICE acquisitions, by providing capabilities that address or resolve existing operational capability gaps relative to documented and approved mission needs. The instructions herein apply to acquisition programs which provide operational capabilities through capital assets (including information technology (IT) systems, non-IT systems, and projects), and/or through enterprise/ICE-level service contracts. Programs in operations and maintenance/sustainment are not included in the scope of these instructions. Programs that change their status and scope or are planning to add new capabilities will be subject to this guidance. All current and future acquisition programs are required to enter the acquisition process to ensure proper governance and oversight.

This document provides only internal ICE acquisitions guidance, which may be modified, rescinded, or superseded at any time without notice. It is not intended to, does not, and may not be relied upon to create any right or benefit, substantive or procedural, enforceable at law by any party in any administrative, civil, or criminal matter. Likewise, no limitations are placed by this guidance on the otherwise lawful enforcement or litigative prerogatives of ICE.

Inquiries related to this Guidebook may be directed to the ICE Office of Investment and Program Accountability (OIPA).



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Table of Contents

Foreword.....	2
Authorities/References.....	4
Concept and Purpose.....	6
Component Acquisition Executive (CAE).....	7
Component Requirements Executive (CRE).....	7
ICE Acquisition Review Board (ARB).....	7
Business Management Council (BMC).....	8
Executive Steering Committees (ESC).....	8
Chief Financial Officer (CFO).....	8
Chief Information Officer (CIO).....	9
Head of Contracting Activity (HCA).....	9
Assistant Director (AD), Office of Regulatory Affairs and Policy (ORAP).....	9
Principal Legal Advisor, Office of the Principal Legal Advisor (OPLA).....	9
Business Owner.....	9
Acquisition Program Manager (PM).....	10
Acquisition Governance.....	11
Overview.....	11
ICE Acquisition Review Process (ARP).....	12
Acquisition Decision Event (ADE).....	13
Acquisition Documentation.....	14
Acquisition Levels and Decision Authority.....	20
Acquisition Program Identification.....	21
Acquisition Program Identification Process.....	23
ICE Acquisition Oversight List (AOL).....	24
Acquisition Program Review (APR).....	25
Program Breach.....	26
INVEST Responsibilities.....	27
Acquisition Planning Forecast System (APFS).....	28
Acquisition Workforce Management.....	30
APPENDIX A.....	31
Definitions.....	31
APPENDIX B.....	35
List of Acronyms.....	35

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DHS Acquisition Workforce Policy No. 064-04-001, Acquisition Certification Requirements for Program and Project Management (Rev. 1.0, Apr. 16, 2014)

DHS Directive No. 101-01, Planning, Programming, Budgeting, and Execution (Jul. 14, 2016)

DHS Directive No. 102-01, Acquisition Management 102-01 (Rev. 3.1, Feb. 25, 2019)

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DHS Directive No. 142-02, Information Technology Integration and Management (Apr. 12, 2018)

DHS Directive No. 142-03, Electronic Mail Usage and Maintenance (Jan. 19, 2018)

DHS Cost Estimating Guidebook: Development of a LCCE

DHS Acquisition Manual (HSAM) (Oct. 2009), or as updated

DHS Memorandum from Chip Fulghum, Acting Under Secretary for Management (USM), to All CAEs, *Identification of All Level 3 Acquisition Programs* (Mar. 27, 2017)

DHS Memorandum from Chip Fulghum, Acting Deputy Under Secretary for Management (DUSM)/CFO, to All Component Heads, *Overseeing and Tracking Costs of Acquisition Programs in Sustainment* (Apr. 20, 2015)

DHS Memorandum from Chip Fulghum, DUSM/CFO to All CAEs et al., *Annual Cost Estimates* (Jan. 11, 2016)

DHS Memorandum from Chip Fulghum, DUSM/CFO, to Daniel H. Ragsdale, Deputy Director, ICE, *U.S. Immigration and Customs Enforcement Component Acquisition Executive Designation* (Oct. 28, 2016)

ICE Directive 2014.1, Acquisition Program Affordability (Apr. 9, 2019)

ICE Directive 2016.1, Operational Requirements Development and Governance (Aug. 24, 2020)

ICE System Lifecycle Management Handbook (Jun. 2007)

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Introduction

Concept and Purpose

The ICE Acquisition Governance Guidebook provides guidance for the planning, decision-making, execution oversight, and management of acquisition programs. In addition to providing direction in relation to Acquisition Governance, program breach, identification of acquisition programs for Component-governed Level 3 acquisitions, and related acquisition activities, this guidance also provides a roadmap to Department-governed major acquisition programs. It identifies roles, responsibilities, and procedures for ICE acquisitions, the Acquisition Planning Forecast System (APFS), acquisition workforce management, ICE Acquisition Oversight List (AOL), and the Acquisition Program Review (APR). Acquisition Governance begins when a decision is made to invest resources towards closing an operational capability gap, or when a capital investment level acquisition is required to address operational capability gaps. The Acquisition Governance process continues until the testing of the capital asset or service has demonstrated the program successfully delivered its approved Key Performance Parameters (KPPs) and the program has implemented Full Operational Capability (FOC). An acquisition program ends once the capability is: (1) fully operational; (2) testing has been confirmed; (3) testing meets operational requirements; and (4) the post-implementation review has been completed. All current and future acquisition programs are required to enter the acquisition process to ensure proper governance and oversight. ICE acquisition policy adheres to DHS Directive No. 102-01, Acquisition Management (Rev. 3.1, Feb. 25, 2019), or as updated.

Roles and Responsibilities

Component Acquisition Executive (CAE)

The AD of the ICE Office of Investment and Program Accountability (OIPA) is the CAE and serves as ICE's senior acquisition official who leads a process and staff to provide acquisition and program management oversight, policy, and guidance to ensure statutory, regulatory, and higher-level policy requirements are fulfilled. The CAE is responsible for implementation, management, and oversight of ICE's acquisition program processes, and as appropriate, coordinating those processes with contracting and procurement processes established by the Head of Contracting Activity. The CAE approves the acquisition program Life Cycle Cost Estimates (LCCEs), Annual Cost Estimating Update(s), and ICE-level Acquisition Decision Event (ADE)/Acquisition Review Board (ARB), which provides agency execution oversight to help ensure acquisition programs operate within their approved cost, schedule, and performance baselines, as documented in the Acquisition Program Baseline (APB), and is the senior official responsible for acquisition workforce matters in accordance with DHS Directive No. 064-04, Acquisition Professional Career Information (Oct. 30, 2008). The CAE also serves as the Acquisition Decision Authority (ADA) for ICE's non-major (Level 3) Acquisitions and may act as the ADA for specific major (Level 2) Acquisitions, when delegated in writing by the DHS Chief Acquisition Officer (CAO). The CAE is nominated by the ICE Director and is designated in writing by the DHS Chief Acquisition Officer. The primary duties and responsibilities of the CAE are defined in DHS Instruction No. 102-01-001, Acquisition Management Instruction (Rev. 1.3, Jan. 21, 2021), or as updated, and the CAO-approved CAE designation memorandum¹.

Component Requirements Executive (CRE)

The CRE manages, administers, and oversees ICE's requirements policies and processes in accordance with the Joint Requirements Integration and Management System (JRIMS)². The CRE's authorities and responsibilities include, but are not limited to: (1) developing and administering policies and processes, in accordance with JRIMS, for the generation, analysis, and submission of capability requirements documentation; (2) managing the development and review of requirements documentation; (3) developing and maintaining requirements capacity and expertise; and (4) representing their ICE as the Joint Requirements Council (JRC) Principal, or designating an executive to act as the JRC Principal on behalf of the CRE.

ICE Acquisition Review Board (ARB)

The ICE ARB is the executive-level body responsible for reviewing ICE acquisition programs to ensure they have completed adequate planning and secured sufficient resources and support to achieve success. They review the executable business strategy, resources, management,

¹ DHS Memorandum from Chip Fulghum, DUSM/CFO, Daniel H. Ragsdale, Deputy Director, ICE, *U.S. Immigration and Customs Enforcement Component Acquisition Executive Designation* (Oct. 28, 2016).

² DHS Directive No. 107-01, Joint Requirements Integration and Management System (Mar. 8, 2016).

accountability, and alignment with ICE strategic initiatives. Based on this review, they provide support to the CAE when establishing directions for acquisitions at ADEs, with decisions being documented in the Acquisition Decision Memoranda (ADM). The ICE ARB members are the CAE (Chair of the ICE ARB); Chief Financial Officer (CFO); Chief Human Capital Officer; Chief Information Officer (CIO); Head of Contracting Activity (HCA); AD, Information Governance and Privacy; AD, Office of Acquisition; Principal Legal Advisor, Office of Principal Legal Advisor (OPLA); AD, Office of Regulatory Affairs and Policy (ORAP); and CRE. ICE ARB reviews will also include non-member representatives who are subject matter experts within ICE, as determined by the CAE. ARB members are responsible for informing the CAE and CRE of any planned or upcoming capital asset or service acquisition investment.

Business Management Council (BMC)

The BMC provides executive-level oversight and strategic direction at ICE by reviewing acquisition priorities recommended by the Executive Steering Committees (ESC); establishing ESC operating parameters; endorsing acquisition affordability; prioritizing projects, funding, and resource recommendations made by the ESCs prior to ADEs; and resolving issues escalated from the ESCs.

Executive Steering Committees (ESC)

An ESC is a senior body of individuals within the ICE Acquisition Governance structure that provides guidance and recommendations to the CAE regarding all acquisition program decisions (e.g., IT, non-IT, and enterprise service contracts), makes line of business investment decisions for all acquisition programs, establishes Configuration Management Boards (CMBs) to manage program requirements, recommends the appointment of Program Managers (PMs) under their cognizance, and reviews the execution status of acquisition programs. It is chartered by the BMC. The ESC ensures programs are affordable, in accordance with DHS and ICE policy. It also escalates critical risks, cross-portfolio integration issues, or unresolved conflicts to the BMC and CAE for resolution. Additionally, the ESC reviews program status against approved cost, schedule, and performance baselines, and reports breaches to the ARB and CAE. The ESC is responsible for informing the CAE and CRE of any planned or upcoming capital asset or service acquisition investment.

Chief Financial Officer (CFO)

The CFO serves as the Executive Agent/lead for the ICE Planning, Programming, Budgeting, and Execution (PPBE) process. This function includes reviewing the LCCEs created for ADEs/ARBs as well as Annual Cost Estimating Updates to evaluate affordability within the Future Years Homeland Security Program (FYHSP) and/or Resource Allocation Decisions (RADs). The CFO also reviews and approves the CFO Certification of Funds Memo (i.e., Affordability Memo) prior to Acquisition Program ADEs. The CFO is required to promptly notify the CAE when a potential

future acquisition is first identified to allow ample time for determination of the proper acquisition oversight approach and associated planning prior to contracting to acquire the said asset/service.

Chief Information Officer (CIO)

The CIO manages the execution delivery of all IT capability within acquisition programs, develops IT budgets based on each program's updated LCCE, and compares IT funding requirements against the FYHSP and budget to identify any shortfalls. The CIO also recommends execution plans to address any identified shortfalls. Additionally, the CIO is responsible for implementation of the approved enterprise architecture, for ensuring compliance with and effective implementation of information policies, and for approval of the IT elements of any ICE plans that balance IT with other uses of agency funding. The CIO is required to promptly notify the CAE when a potential future acquisition is first identified to allow ample time for determination of the proper acquisition oversight approach and associated planning prior to contracting to acquire the said asset/service.

Head of Contracting Activity (HCA)

The HCA is a vital contributor and participant in the Acquisition Governance process responsible for exercising leadership and authority over procurement related activities within ICE by issuing procurement policies, and implementation instructions; reviewing and approving contract and program acquisition plans; and ensuring that procurement strategies align with the intent of the program objectives. The HCA is required to promptly notify the CAE when a potential future acquisition is first identified to allow ample time for determination of the proper acquisition oversight approach and associated planning prior to contracting to acquire the said asset/service. The HCA leads the Office of Acquisition Management (OAQ) in duties and responsibilities established in DHS Directive No. 102-01 and its supporting Instructions and Guidebooks.

AD, Office of Regulatory Affairs and Policy (ORAP)

The AD, ORAP, provides policy direction for the agency and is responsible for developing ICE regulations. In this capacity, ORAP provides policy, regulatory, and strategic support to ICE acquisition programs.

Principal Legal Advisor, Office of the Principal Legal Advisor (OPLA)

The Principal Legal Advisor, OPLA, provides legal advice and prudential counsel to ICE personnel on agency-related matters. The Principal Legal Advisor advises the CAE/ADA on matters of acquisition law and the legal aspects of acquisition programs.

Business Owner

The Business Owner(s) is the execution office and consists of senior managers and leadership responsible for the delivery of the operational capability required to be delivered by the acquisition program. They have ownership of the acquisition portfolios and are responsible and accountable for informing the CAE and CRE of any planned or upcoming capital asset or service acquisition

investment and adhering to acquisition policies and procedures to ensure the sound management, review, support, approval, and oversight of all types of assigned acquisitions.

Acquisition PM

The PM is responsible for oversight of the acquisition program they are assigned to. CAE approval in writing is required for the PM's assignment to the program. The PM is responsible for the effective and efficient delivery of the program's operational capability within the cost, schedule, and performance approved by the ADA. This requires essential planning and critical thinking that the PM must specify in acquisition documentation that is presented to and approved by the ARB prior to each ADE milestone. This includes the current program status along with the annual LCCE and affordability updates. The Acquisition PM is assigned and approved by the CAE in writing. They must hold the required certification and specialization prior to being assigned to a PM position, in compliance with DHS Acquisition Workforce Policy No. 064-04-001, Acquisition Certification Requirements for Program and Project Management (Rev. 1, Apr. 16, 2014).

Acquisition Governance

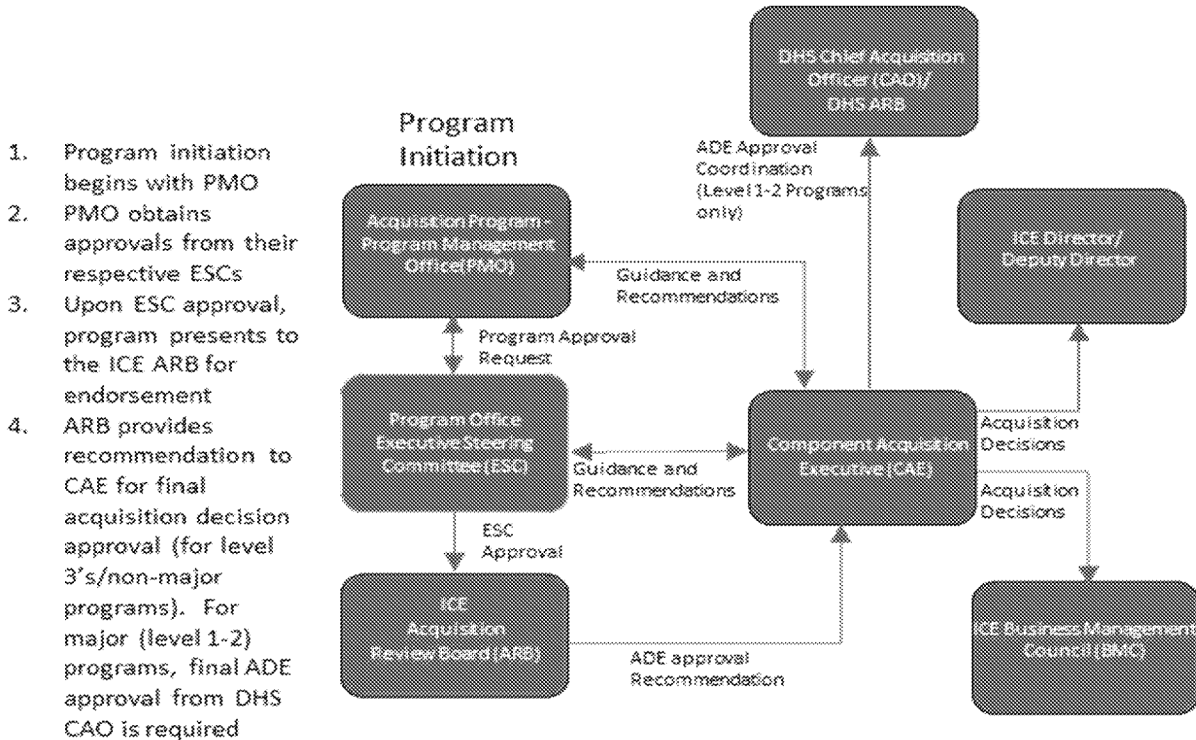
Overview

ICE Acquisition Governance is the management framework within which decisions regarding acquisition programs are made. It begins at the point at which a new mission need or new capability to meet an existing mission need is identified and continues until the capital asset or service program has delivered Full Operating Capability (FOC) and testing has demonstrated the program successfully delivered the required capability in alignment with its approved Key Performance Parameters (KPPs). Additionally, post-FOC operational activities are reviewed at least annually to evaluate sustainment activities and future planning.

The BMC provides executive-level oversight and strategic direction, ensuring resources are aligned with effective execution of the ICE mission as directed in the regulations, policies, and mission tasks to ICE. They are appraised of proposed and ongoing acquisitions to ensure these activities are aligned, and priorities are appropriately established by providing guidance and recommendations to the Executive Steering Committees (ESC).

The following diagram (Figure 1) depicts the structure of the ICE Acquisition Governance for both ADE-related decision-making and for oversight of program execution. The BMC and ESCs conduct other mission or business activities beyond acquisition; this process applies only to their role in acquisition matters.

Figure 1. ICE Acquisition Governance



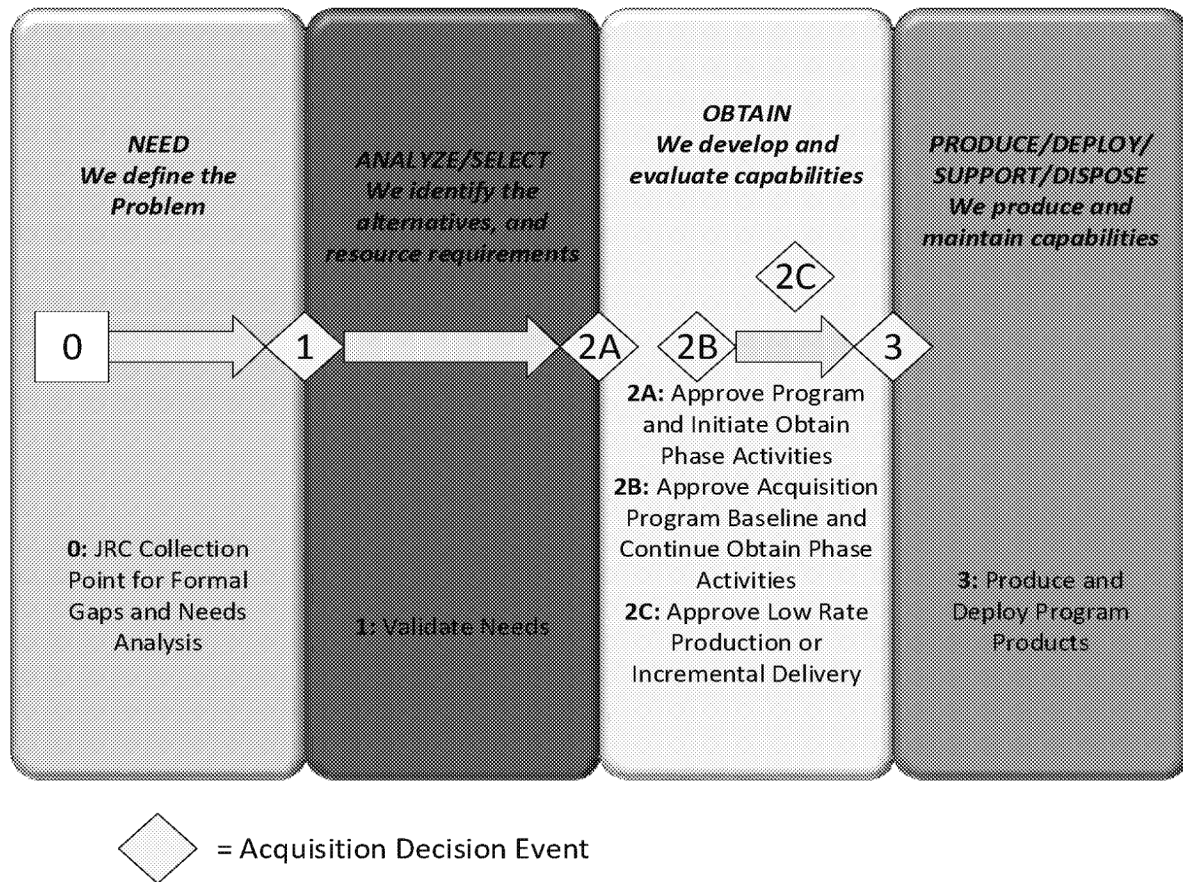
PMO denotes Program Management Office.

ICE Acquisition Review Process (ARP)

The ICE Acquisition Lifecycle Framework (ALF) is a four-phase process in which the ADA determines whether it is appropriate and advisable to proceed with a proposed acquisition program, enterprise/component level service contracts, and strategic sourcing. The four phases are as follows: Need, Analyze/Select, Obtain, and Produce/Deploy/Support. Each phase culminates in an ADE review and decision by the ADA. The ALF provides a basis for planning and executing acquisitions; it identifies the major steps successful acquisition programs execute to complete each associated ADE. A successful ADE reflects approval of the planning that occurs during the ARP as well as commitment of effort and funds. The ARP activities culminate in a series of reviews and decisions that provide a consistent method to evaluate an acquisition’s progress and status at critical points in the acquisition lifecycle.

The ICE ARP is conducted with the DHS ALF identified in DHS Directive No. 102-01. The ARP is the formal means for the program/project to receive authorization to proceed from phase to phase through the acquisition lifecycle. The overall framework is shown in Figure 2:

Figure 2. The Acquisition Lifecycle Framework



Acquisition Decision Event (ADE)

The ICE acquisition lifecycle process is structured to operate within a series of acquisition phases, each leading to an ADE and ADA decision. The program meets the requirements for the appropriate ADE to progress to the next phase or subsequent decision event.

- **Acquisition Decision Event-0 (ADE-0)**

Need Phase: Once a need, gap, or deficiency is identified, preparation for ADE-0 may be initiated. ADE-0 is not a formal milestone but a key decision point to explore a capability need or gap. Needs are typically identified when determining the necessary capabilities and associated capability gaps during the execution of the JRIMS³. The assessment will result in developing and submitting a Capabilities Analysis Study Plan (CASP) and publishing the Capability Analysis Report (CAR) once the study has been completed. The Mission Need Statement (MNS) documents the Business Owner's plan to identified needs (gaps) in the CAR, establishing the scope of a potential acquisition program and the known limitations and constraints that the potential program will need to be planned to be executed within.

- **Acquisition Decision Event-1 (ADE-1)**

Analyze/Select Phase: The purpose of ADE-1 is to ensure alignment of needs to strategic direction along with adequate planning and resourcing for upcoming phases. As part of ADE-1, the ARB review acknowledges and endorses program support of identified resource needs, activities, and schedules to be addressed for the next acquisition phase by approving the Capability Development Plan (CDP). This decision also results in the designation of a qualified PM. Appropriate documentation required by the program may be tailored by the CAE/ADA for Level 3 programs in accordance with DHS Instruction No. 102-01-001 guidelines.

- **Acquisition Decision Event-2A (ADE-2A)**

Obtain Phase: At ADE-2A (Approve Program and Initiate Obtain Phase Activities), the ADA approves the recommendation from the program for the overall best capability alternative that provides the required performance at acceptable cost, schedule, and risk. It is important to understand that at this point an acquisition program is not a single contract or effort. The assessment of the ADA will include full lifecycle activities and the resources required to support these activities to ensure the program's best chances for success based on the planned scope, to include required capability to be delivered (performance), delivery schedule, and cost. Program office staffing, technical complexity, technology maturity and other factors will be part of this consideration.

Acquisition program affordability is critical for all acquisitions and must be considered throughout the process, to include what is required to sustain the operational capability. If the program is not fully funded, the ESC must identify the trade-offs necessary to fund the program

³ DHS Directive No. 107-01 and Appendix A of DHS Instruction No. 107-01-001.

within existing resources (the current FYHSP) or adjust scope and/or schedule to make the acquisition affordable.

- **Acquisition Decision Event-2B (ADE-2B)**

Obtain Phase: During ADE-2B (Approve APB and Continue Obtain Phase Activities), approval by the ADA acknowledges that the PM is adequately resourced to execute the program plans and that the program/project is affordable at the time of the decision. Approval at ADE-2B ensures the program/project has an APB to enable monitoring and control through the obtain phase. The milestones, performance standards to be delivered and cost all become “breachable” upon approval of this ADE.

- **Acquisition Decision Event-2C (ADE-2C)**

Obtain Phase: When ADE-2C (Approve Low-Rate Production or Incremental Delivery) is required by the ADA, the specific requirements are established by an ADM as an outcome of the ADE-2B decision. Each delivery or capability release does not require an ADE-2C decision.

NOTE: ADE-2C is an optional ADE typically used in programs producing hardware items at the end of an initial low-rate production prior to entry into full-rate production. **This phase is rarely used in programs developing IT systems.**

- **Acquisition Decision Event-3 (ADE-3)**

Produce/Deploy/Support/Dispose Phase: The ADA may authorize initiation of the Produce/Deploy/Support/Dispose phase of the acquisition program via ADE-3 based on successful test and evaluation reports, production readiness, sustainment reviews, and verification of sufficient production and operational resources (staffing and funding). For IT systems, ADE 3 and FOC will frequently be achieved simultaneously or nearly so. For hardware systems, FOC will frequently be achieved at a later date based on the delivery scheduled for the equipment.

Acquisition Documentation

To adequately understand the need, plan, risk, and alignment to goals, DHS Instruction No. 102-01-001 requires documentation for Level 1 and Level 2 major acquisition programs. The CAE has the responsibility for reviewing and approving Level 1 and 2 acquisition program documentation in support of the DHS ARP. For Level 3 acquisition programs, the CAE reviews and approves as the ADA. The CAE, when serving as the ADA, may approve the consolidation of documents (called “tailoring”) and/or ADEs, as appropriate.

Acquisition documentation required for each ADE for major acquisition programs (i.e., Level 1 or Level 2) is detailed in DHS Instruction No. 102-01-001 and provided in Table 1. Acquisition documentation required for ICE Component-level (i.e., Level 3) ADEs is provided in Table 2.

Table 1. Description of Frequent Acquisition Documentation Required

Document Title	Description
Capability Analysis Study Plan (CASP)	<ul style="list-style-type: none">• Articulates the analytic approach and provides greater visibility into ongoing studies and assessments, leverage existing efforts, and eliminates unnecessary duplication of current study efforts.
Capability Analysis Report (CAR)	<ul style="list-style-type: none">• Is the report that documents the results of the Capability Analysis Study as it was executed per the CASP. This report identifies capability gaps, redundancies, and overlaps, and provides high level solution approaches for consideration to mitigate those gaps to include non-materiel approaches as indicated by the study results.
Mission Need Statement (MNS)	<ul style="list-style-type: none">• Summarizes, at a high level, specific functional capabilities required to accomplish the mission and objectives, along with deficiencies and gaps in these capabilities. This is the document that is used to scope the program based on the known constraints and limitations on a program. Should an acquisition program not plan to fully address a need (gap), this document defines the scope limitations of what is planned to be addressed and what need is anticipated to remain when the program reaches its planned FOC.

Document Title	Description
Capability Development Plan (CDP)	<ul style="list-style-type: none">• Describes any technology demonstrators that will be developed, along with potential (notional) ideas or concepts for solving the gaps identified during the Need phase and which should be considered in the Analysis of Alternatives (AoA) or in an Alternatives Analysis (AA). The CDP includes details outlining what resources will be required to execute the plan as described including: an organization table with staffing sources, a summary of contract support requirements, and a schedule showing milestone delivery of artifacts for management to determine the future of the effort and be granted the next ADE to establish and execute the acquisition program to address the needs identified in the MNS.
Concept of Operations (CONOPS)	<ul style="list-style-type: none">• Describes, from a user’s perspective, the current way of operating to execute the assigned mission and contrasts this to future methods of operating, under future threats and conditions, using potential capability solutions. To do this, it requires active participation from the user community subject-matter experts and is both an analysis tool and a formal document that describes how a solution approach or solution will be employed and supported. The CONOPS identifies activities and the interaction of capabilities to perform the missions and fill the gaps expressed in the MNS within the broader operational context. It assists in identifying and selecting balanced solutions in the AoA or AA process. The

Document Title	Description
	<p>CONOPS also describes a solution approach or solution in terms of how it will fulfill the user’s mission outcomes; its relationship to existing assets, systems, capabilities, or procedures; and the ways it will be used in actual operations or business processes.</p>
AoA	<ul style="list-style-type: none"> • Is generally applicable if the potential solutions encompass a wide spectrum of alternatives, such as when the capability could be provided by technology, air, land, or sea solutions.
AA	<ul style="list-style-type: none"> • Examines more detailed performance characteristics of various alternative ways to implement the materiel solution and may be affected by cost and schedule constraints.
Operational Requirements Document (ORD)	<ul style="list-style-type: none"> • Captures the business or operational user requirements and identifies which of these requirements are KPPs.
Integrated Logistics Support Plan (ILSP)	<ul style="list-style-type: none"> • Defines the strategy for ensuring the supportability, sustainment, and eventual retirement/disposal of a future capability.
Acquisition Plan (AP)	<ul style="list-style-type: none"> • Provides a top-level plan for the overall acquisition approach and types of acquisition and a plan for acquiring future sustainment and support. • Requires the involvement of the ICE HCA as it is developed.
Life Cycle Cost Estimate (LCCE)	<ul style="list-style-type: none"> • Provides an exhaustive and structured accounting of all resources and associated cost elements required to develop, produce, deploy, and sustain an

Document Title	Description
Certification of Funds Memo	acquisition program from “cradle to grave;” i.e., from development to disposal.
Acquisition Program Baseline (APB)	<ul style="list-style-type: none">Shows the program as fully resourced throughout the FYHSP, consistent with the program’s LCCE at the 50% confidence level, unless a higher confidence level is selected by the ADA based on risk.
Comprehensive Acquisition Document (CAD)	<ul style="list-style-type: none">Documents the fundamental agreement on critical program cost, schedule, and performance parameters between the PM, CAE, and DHS ADA.
Test Evaluation Master Plan (TEMP)	<ul style="list-style-type: none">Documents the critical thinking and planning required for a program to get approval in lieu of multiple other documents at each of the ADEs (1, 2A, 2B, 2C or 3). Used for Level 3 Programs only.
Test Evaluation Master Plan (TEMP)	<ul style="list-style-type: none">Describe the program’s strategy in terms of the developmental and operational testing needed to determine system technical performance, and the strategy for evaluating the system’s operational effectiveness and suitability through an integrated assessment of that developmental and operational testing.

Table 2. Acquisition Documentation Requirements by ADE

ADE-0	ADE-1	ADE-2A	ADE-2B	ADE-2C	ADE-3
MNS	MNS	APB	APB	APB	APB
CASP	CDP	Acquisition Plan (AP)	AP	AP	AP
CAR	Rough Order of Magnitude Cost Estimate	LCCE	LCCE	LCCE	LCCE
	CAD*	ORD	TEMP	TEMP	Integrated Logistics Support Plan (ILSP)
		AoA or AA	ILSP	ILSP	CFO Funds Certification Memo
		CFO Funds Certification Memo	CFO Funds Certification Memo	CFO Funds Certification Memo	
		Cost Estimating Baseline Document			
		CONOPS			

* Per the CAE, tailoring using the CAD may replace one or all the documents identified for the ADE.

Acquisition Levels and Decision Authority

Acquisitions, other than services, are classified into three levels that determine the extent and scope of required project and program management, the level of reporting requirements, and the ADA. This includes Level 1 and Level 2 major acquisition programs which are governed by the Department, and Component-governed non-major Level 3 programs. Levels are determined by the lifecycle cost of the program, not just procurement cost. Additionally, the Department ADA may determine an acquisition program to be “Special Interest” and elevate the program in level or require additional oversight. ICE follows the DHS acquisition level and decision authorities established in DHS Instruction No. 102-01-001.

Acquisition Program Identification

An acquisition is an investment in a capital asset or service that meets a unique mission need of the agency. Acquisitions begin at the point at which a new mission need is identified and continue until the capital asset or service has completed testing to demonstrate the program successfully delivered its approved KPPs and has implemented FOC.

Programs not expressly meeting a unique mission need but representing a significant financial investment (\$15M lifecycle cost for a capital asset investment or \$15M/year for a service investment) or requiring a long-term support and sustainment investment may require additional ICE Acquisition Governance. Similarly, investments involving significant risk may require additional acquisition planning. Risks can include technical, schedule, or financial exposure. Activities determined to be outside of an acquisition program are not subject to DHS Directive No. 102-01 or the processes laid out in this Guidebook.

This process does not separately apply to services that support an acquisition program office managed in accordance with DHS Instruction No. 102-01-001 and reviewed and approved as part of that program (e.g., support services contracts or systems engineering/technical authority support services contracts).

Table 3 below is used as a guideline in making the determination of services or capital asset programs. Parts of an existing program may fall within one or more of the categories; however, if any part is determined to be an acquisition program, the entire program/project is considered an acquisition program. Once it is categorized as an acquisition program (services or otherwise) the acquisition level dollar thresholds (or special interest criteria) are applied.

Table 3. Services or Capital Asset Program Decision Matrix

Services or Capital Asset Program Decision Matrix				
		<i>Neither</i>	<i>Services Program</i>	<i>Capital Asset Program</i>
1	The items obtained <i>do not require modification, integration, or development, and do not meet the dollar threshold</i> in the DHS Instruction No. 102-01-001.	Y/N		
2	The items obtained are <i>only to replenish</i> existing or expended supplies.	Y/N		
3	The items obtained <i>do not provide new capabilities or significantly alter</i> existing capability.	Y/N		
4	The services obtained provide human resources <i>only to perform work that does not provide direct operational mission capability</i> (i.e., landscaping and cleaning services).	Y/N		
5	Services are obtained that <i>require lifecycle support not inherent</i> in the contract.		Y/N	
6	Services are obtained to provide <i>direct operational mission capabilities</i> .		Y/N	
7	The services obtained are <i>part of a larger acquisition program</i> . (Note: The service is included in larger acquisition, not established as a separate service program.)			Y/N
8	Specific mission requirements or capabilities (i.e., key performance parameters) <i>must be met through operational testing and evaluation</i> to be considered successful.			Y/N
9	The items/capabilities obtained <i>require modification</i> to meet mission requirements.			Y/N
10	The items/capabilities obtained <i>require integration</i> with existing or new systems to meet mission requirements.			Y/N
11	The items/capabilities obtained <i>require development</i> to meet mission requirements.			Y/N
12	The items/capabilities obtained <i>require lifecycle support</i> that has not already been obtained.			Y/N
	Total Count of Yes Answers:	Total	Total	Total
<p>1. If Services and Capital Asset = 0, then the activity is <i>not covered by DHS Instruction No. 102-01-001. Unless it is declared "Special Interest" by the CAO, in which case, the acquisition activity is designated a major acquisition program.</i></p> <p>2. If Services = 1 or more and Capital Asset = 0, then the activity is a <i>proposed Services Acquisition Program</i> (regardless of the count for <i>Neither</i>).</p> <p>3. If Capital Asset = 1 or more, then the activity is a <i>proposed Capital Asset Acquisition Program</i>, regardless of the count for <i>Neither</i> or <i>Services</i>.</p> <p>Note: Once an activity is determined to be a <i>prospective acquisition program</i>, further analysis is required to determine how the acquisition program will be structured and executed. The CAO is permitted to designate any acquisition activity "Special Interest Acquisition Program" based on criteria in the Instruction. In that event, the result of the Decision Matrix may not apply, and the activity will be treated as a major acquisition program.</p>				

The Business Owner is responsible for notifying the CAE and CRE when planning any capital asset or service acquisition. Additionally, it is the responsibility of all ARB members to notify the CAE of any potential acquisitions. Notifications are to be provided at the initiation of planning, but no later than the initial submission to the procurement process. The HCA reviews and approves acquisition plans for all capital asset and service acquisitions throughout the fiscal year. These reviews, in part, support the process to determine if a planned contract action is part of a broader acquisition per DHS Directive No. 102-01 guidelines listed above.

Acquisition Program Identification Process

1. Budget Review

OIPA will work with OCFO to review all procurement and program investments included in the annual Resource Allocation Plan (RAP) submissions to determine if the procurement or program is an acquisition program. This annual review process analyzes ICE investments during the budget planning and implementation process to identify acquisition programs prior to initiation.

2. ESC

The CAE is a member of the following ESCs: IT, Enforcement and Removal Operations (ERO), and Homeland Security Investigation (HSI). As the ESCs review, approve, and prioritize IT and non-IT investments, the CAE will evaluate investments to determine necessary governance strategies per DHS Directive No. 102-01.

Once a program or service is identified as an acquisition program, the Business Owner and PM will work with the CAE to determine the acquisition level (Level 1, 2, or 3) and appropriate governance activities.

ICE Acquisition Oversight List (AOL)

The ICE AOL provides oversight requirements for programs within the ICE acquisition portfolio. It distinguishes the requirements among ICE's portfolio programs, non-major (Level 3) programs, and post-FOC operational activities. Further, it delineates between the differing acquisition oversight and reporting requirements each face. The list is updated by OIPA on a quarterly basis to identify acquisition programs and investments requiring appropriate oversight in accordance with DHS Directive No. 102-01 and ICE Acquisition Policy.

The ICE AOL includes:

- ICE Level 1 and Level 2 major acquisition programs (including those designated by the DHS USM as "Special Interest");
- ICE Level 3 non-major programs; and
- ICE Post-FOC "operational activities".

The ICE AOL is broken into categories, with information and basic requirements for each category outlined at the beginning of each category. The ICE AOL supports and works in conjunction with the DHS Master Acquisition Oversight List (MAOL). The ICE AOL serves as the primary list for programs required to present at the annual Acquisition Program Reviews.

Acquisition Program Review (APR)

The APR provides visibility into the performance of ICE acquisition programs, so that ICE Leadership may obtain an understanding of each program's status and address any concerns about the progress and milestone achievements still to be achieved.

OIPA hosts the APR sessions and encourages PMs to share lessons learned and document best practices. Collectively, the acquisition programs can benefit from concepts in process maturity and the exchange of knowledge and experience. The audience for the APR may include Senior Executives from DHS Program Accountability and Risk Management (PARM); within ICE Management and Administration (M&A), the CIO, the CFO, and the HCA; and ERO, HSI, and other mission-area leadership. The APR is chaired by the CAE and all acquisition programs identified on the AOL are required to participate. Program participation in the APR may be waived per the CAE's discretion.

The APR focuses on topics and concepts that describe the program from an acquisition perspective rather than a technical view. The descriptions, attributes, and metrics discussed during the APR will focus on the program's progress in meeting cost, schedule, and performance objectives, and how well the program is meeting its acquisition lifecycle requirements. The following topics are covered in the APR:

- Program Overview and Status Summary
- Schedule
- Budget and Finance
- Active Contracts and Planned Contracts
- Risks
- Program Organizational Chart
- Program Core Team
- Active Contracts and Acquisition Documents
- Program Refreshment, Replacement, and/or Modernization

Program Breach

The APB establishes the critical cost, schedule, and performance parameters—expressed in measurable, quantitative terms—which need to be met to accomplish the goals of the investment. A preliminary APB is required to support the ADE-2A decision. The final baseline is approved at ADE-2B. From this point on, formal Breach Policy applies. Breaches occur when a program or project fails to meet, or has determined that it will fail to meet, any cost, schedule, or performance threshold in the approved APB.

If a program breaches an approved APB threshold value or the PM determines the program will incur such a breach, the PM must promptly notify the CAE via formal memorandum, within 10 business days, and their line of business ESC at its next meeting.

In the case of DHS-governed acquisition programs (Level 1 and Level 2 that are not delegated to the CAE), the CAE will notify the Component Head, the DHS PARM Executive Director (ED), and the DHS ADA of the breach within 10 business days of identification. The remediation plan, which will include a root cause analysis, will be developed and provided by the program in an agreed upon timeframe with the ADA (or PARM ED).

INVEST Responsibilities

One of the CAE's acquisition reporting and data responsibilities is ensuring that the Investment Evaluation, Submission, & Tracking (INVEST) System is updated in both a timely and accurate manner. INVEST is used to capture and provide information for monthly reporting and the status of all major IT investments and the DHS MAOL investments to the Office of Management and Budget (OMB).

INVEST, which is managed by DHS, is the system of record for all IT and non-IT capital investments with the data used for the publicly displayed Federal IT Dashboard.

CAE Responsibility: Ensuring DHS source system data residing in INVEST, or follow-on system(s) of record, are validated and submitted in a timely manner with monthly updates, as necessary, for all Level 1 and Level 2 major acquisition programs. Level 3 IT acquisition programs are also updated monthly, as necessary, for the Federal IT Dashboard and Business Case.

PM Responsibility: Ensuring all the Pre-Post ICE Level 1 and Level 2 major programs listed on the DHS MAOL report into the DHS INVEST reporting system monthly. In addition, the identified programs are required to complete and submit an OMB business case and follow the Capital Planning and Investment Control (CPIC) process and procedures.

All the Pre-Post Level 3 programs listed on the ICE AOL are required to report into the DHS INVEST reporting system for CPIC. PMs require submission of OMB business cases and must follow CPIC reporting processes and procedures for IT programs.

Acquisition Planning Forecast System (APFS)

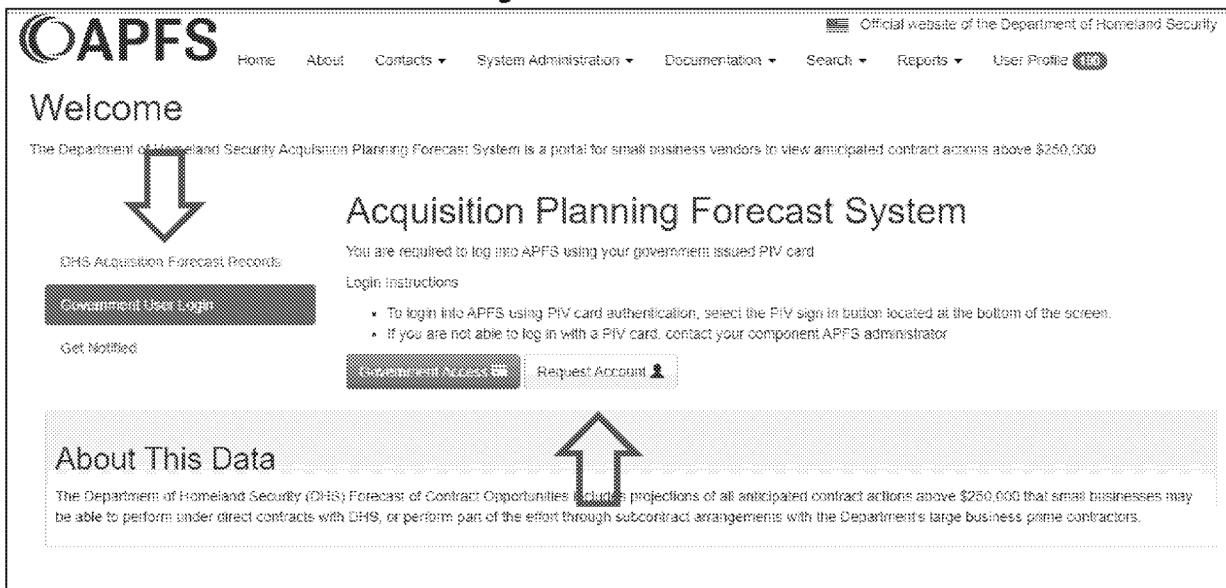
To ensure that ICE reaps the benefits of a robust and qualified vendor pool, meets its commitment to partner with small business, and adheres to Business Opportunity Development Reform Act of 1988, all anticipated requirements above the simplified acquisition threshold (SAT) and subject to Homeland Security Acquisition Manual (HSAM) Subchapter 3007.172 must be recorded within the DHS APFS as early in the procurement (contract) process as possible.

Ideally, a record is created within APFS 12 to 18 months prior to the anticipated award date. This allows industry valuable time to: assess the opportunity, develop teaming arrangements, conduct market research, recruit subject matter experts (SMEs), prepare Requests for Information (RFI) responses, etc. months prior to the release of the Request for Proposal (RFP). This generous timeline benefits our agency via higher quality proposals provided by a larger pool of qualified vendors. Additionally, once the APFS record is published, the communication between the record contact(s) and the vendor can result in complimentary market research.

Per HSAM Subchapter 3004.7101, ICE OAQ requires a published record to accompany the procurement package provided to them. However, creating an APFS record in tandem with the release of the procurement package to OAQ offers no benefit to our agency or our vendor partners. Industry understands that APFS records are the Government's best estimate of the anticipated requirement at the time, and records are always subject to revision and cancellation. An APFS record is created by program office staff, forwarded to the responsible contracting office for additional information, and then forwarded to the APFS Coordinator for the designation of the small business program before being published on the public portal of APFS.

APFS can be accessed via <http://apfs-cloud.dhs.gov>. To request an APFS account, staff may log onto APFS, click the "Government User Login," and then select "Request Account" buttons:

Figure 3. APFS Portal



For detailed information regarding the types of planned procurements that are required to be entered into APFS, please refer to HSAM Appendix H.

For assistance, the ICE APFS Administrator can be reached via (b)(7)(E)@ice.dhs.gov.

Acquisition Workforce Management

The CAE is responsible for designating the Acquisition Program Managers (PMs) to lead the execution of the ICE acquisition programs. In accordance with DHS policy, Acquisition PMs require the appropriate certification and specialization to manage their respective programs.

Acquisition PMs for all Level 1, 2, and 3 programs and operational activities listed in the ICE AOL are required to have a current Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) Certification and Core-plus DHS Specialization Certification. Program and Project Managers managing IT investments are required to have a Core-plus IT Specialization Certification. Certification is required within 12 months of assignment.

Table 4. Program Manager Certification Requirements

Acquisition Program Level	Program Manager Certification Level	Project Manager Certification Level
1 - 2 *	III (Senior) **	II (Mid)
3	II (Mid)	I (Entry)

*OMB FAC-P/PM policy requires Program Managers assigned to programs considered major acquisitions be senior-level certified and Project Managers assigned to lead projects within those major acquisitions to be, at a minimum, mid-level certified.

**Program Managers of major acquisition programs also must have a DHS senior-level specialization certification.

PMs for Level 1 and Level 2 major acquisition programs require written appointment letters submitted by the CAE to the CAO and the PARM ED within 30 days after assignment to the position.

PMs for Level 3 non-major programs require coordination and approval between CAE and CIO prior to assignment of the position. A written PM designation letter from the CAE will be issued within 30 days of assignment.

Appendix A

Definitions

Acquisition Decision Authority (ADA). The individual designated in accordance with criteria established by the DHS Under Secretary for Management (USM) to approve entry of an acquisition program into the next phase of the acquisition lifecycle. The ADA has overarching responsibility for the acquisition cost, schedule, risk, and system performance of the acquisition portfolio, and is responsible for establishing and assessing APB, APB breaches, directing corrective actions, and approving revisions.

Acquisition Decision Event (ADE). A predetermined point within the acquisition lifecycle framework at which the acquisition will undergo a review prior to commencement of the next phase for the purpose of assessing readiness of the program to proceed based on appropriate planning and critical thinking. Compliance with law, regulations, and policy will also be evaluated. The ADE is chaired by the ADA.

Acquisition Decision Memorandum (ADM). A documented record of decisions, exit criteria, and assigned actions for a specific type of acquisition as determined by the ADA. The ADM is the official ADE record.

Acquisition Lifecycle Framework (ALF). The set of lifecycle stages, activities within each stage, milestone reviews, and exit criteria to guide DHS Acquisition Management. The ALF provides a template for planning and executing acquisitions. It incorporates proven acquisition practices for program management, systems engineering, contracting, supportability and sustainment, and test and evaluation. The template also provides links to DHS's requirements and resourcing processes.

Acquisition Program. A program defined by the totality of acquisition activities directed to accomplish specific business and/or operational goals and objectives. The acquisition program provides new or improved capabilities in response to approved end-user requirements. Acquisition programs typically have multiple projects to obtain specific capability requirements. An acquisition program is funded by one or more investments and falls into one of the two categories per DHS Instruction No. 102-01-001: (1) Capital Assets, and (2) Services Acquisitions.

Acquisition Program Baseline (APB). A summary of the critical cost, schedule, and performance parameters, expressed in measurable, quantitative terms, which must be met to accomplish the goals of the investment.

Acquisition Program Review (APR). An annual (or semi-annual) review of ICE acquisition programs to ensure the overall health in terms of cost, schedule, and performance.

Affordability. A comparative analysis of the Life Cycle Cost Estimate (LCCE) funding requirements to available funding performed to determine the degree to which an acquisition program's funding requirements fit within the ICE's overall portfolio plan and should address requirements at least through the programming period and, preferably, several years beyond. If

the analysis determines that the program’s acquisition strategy has an adequate budget for its planned resources, it is deemed to be affordable. An ICE Chief Financial Officer (CFO) certification of funds memorandum will document the affordability determination at appropriate ADEs.

Annual Cost Estimating Update. An annual update of the LCCE model and supporting basis of estimate presentation to management that is based on most recent programmatic information and informs ICE RAP submission.

Breach. A condition that occurs when a program fails to meet any cost, performance, or schedule threshold as identified in the approved Acquisition Program Baseline (APB).

Capital Asset.⁴ “Land, structures, equipment, intellectual property (e.g., software), and information technology (IT) (including IT service contracts) that are used by the Federal Government, have an estimated useful life of two years or more.” The assets do not include items acquired for resale in the ordinary course of operations or items that are acquired for physical consumption, such as operating materials and supplies. They may be acquired in different ways: through purchase, construction, or manufacture; through lease/purchase or other capital lease (regardless of whether title has passed to the federal government); through an operating lease for an asset with an estimated useful life of two years or more; or through exchange. Capital assets may or may not be capitalized (i.e., recorded in an entity’s balance sheet) under federal accounting standards. The assets do not include intangible assets, such as the knowledge resulting from research and development, or the human capital resulting from education and training.

Capability Gap. An instance of an identified required capability that ICE does not currently possess for which there exists no current plan to provide that capability in the future.

Capital Planning and Investment Control (CPIC). A decision-making process for ensuring that investments integrate strategic planning, budgeting, procurement, and management in support of agency missions and business needs.⁵ While originally focused on IT, it now also applies to non-IT investments. CPIC planning for IT investments is the responsibility of the ICE CIO.

Configuration Management Board (CMB). The first of three decision boards within the ICE Acquisition Governance structure and is chartered by the Executive Steering Committee (ESC) Chair. A CMB may also conduct other mission or business activities. This policy applies only to the CMB’s role in acquisition matters.

Full Operating Capability (FOC). The time at which investment becomes fully operational, with all functions deployed to the designated user(s), as defined by the PM, with testing that demonstrates delivery of the KPPs documented in the approved Operational Requirements Document (ORD).

⁴ Office of Mgmt. and Budget, OMB Circular No. A-11, Preparation, Submission, and Execution of the Budget (Aug. 2022).

⁵ Clinger Cohen Act of 1996, Pub. L. No. 104-106, Div. E, 110 Stat. 186 (1996), as amended.

Investment. With reference to DHS acquisition programs and acquisition projects, “investment” means DHS cost, outlays, or expenditures to achieve goals and objectives that result in the acquisition and/or sustainment of a needed capability (including processes) for furthering the DHS mission. Examples of investments are expenditures for personnel, research and development (R&D), capital assets, information technology, service, operational and maintenance, and decommissioning and disposal of replaced systems. Service contracts are also investments but have different criteria for review because of the nature of their delivery, unless they are part of a larger effort.

Joint Requirements Council (JRC). A DHS-governing body comprising component representatives to develop and lead the Department’s joint requirements process.

Joint Requirements Integration and Management System (JRIMS). The process that ensures traceability throughout the implementation process between DHS’s strategic objectives to both non-materiel and materiel solutions, assesses solution approaches and identifies joint or enterprise-level operational requirements, and enhances DHS executive decision-making by validating JRIMS documentation as appropriate.

Key Performance Parameter (KPP). Those attributes or characteristics of a system/program/project that are considered critical or essential parts of an effective system/program/project capability. Failure to meet a KPP normally requires high-level management review (e.g., ADA) of the system/program/project to determine whether to continue pursuit of the particular solution.

Level 1, 2, and 3 Acquisition Programs. Acquisitions, other than services, are classified into three levels that determine the extent and scope of required project and program management, reporting requirements, and ADA. Levels are determined by the lifecycle cost of the program⁶, not just procurement cost, per DHS Instruction No. 102-01-001.

Life Cycle Cost Estimate (LCCE). A process to forecast total ownership cost of a program. LCCE process output is documentation that includes but is not limited to: LCCE/cost model, LCCE document, Cost Estimating Baseline Document, and/or a brief supporting the annual RAP submission. The typical life cycle duration for an acquisition program is ten (10) years or one (1) refresh cycle.

Operational.⁷ Operational is a steady state and means that an asset or a part of an asset with a delivered component performing the mission. Office of Mgmt. and Budget, OMB Circular No. A–11, Preparation, Submission, and Execution of the Budget (Aug. 2022).

Post-Implementation Review. Evaluation of the investment after it has been fully implemented or terminated to determine whether the targeted outcome (e.g., performance measures) of the investment has been achieved.

⁶ Special Interest Acquisition Program may be designated or elevated in level without regard to the LCCE.

⁷ Office of Mgmt. and Budget, OMB Circular No. A–11.

Program. Programs are directed, funded acquisitions that provide new, improved, or continuing systems or services in response to an approved need. Programs are divided into levels established to facilitate decentralized decision making, execution, and compliance with statutory requirements and may be composed of multiple projects, services contracts, IAAs, and other types of acquisition. In DHS, the Future Year Homeland Security Program (FYHSP) also defines programs but does so at a higher-level with a mission-oriented focus that ties to the Department strategic plan. FYHSP programs are defined as a group of activities acting together to accomplish a specific high-level outcome external to DHS. Programs provide the operational processes, skills, and technology, the human capital, and other resources to achieve program performance goals and Department objectives and goals.

Resource Allocation Plan (RAP). In the programming phase of the PPBE, the Components annually develop proposed programs consistent with the DHS and ICE Resource Planning Guidance. These programs, expressed in the RAP, reflect systematic allocation of resources required to achieve missions, objectives, and priorities, and potential alternative methods of accomplishing them. Resource requirements reflected in RAPs are translated into time-phased funding requirements. RAPs must account for long-term requirements and resources including human capital, construction and investments, operating and maintenance, and potential disposal or termination costs, and program performance goals.

Validation. A DHS CFO process to certify Component-approved LCCEs as compliant to cost estimating best practices outlined in GAO-09-3SP, Cost Estimating and Assessment Guide: Best Practices for Developing and Managing Capital Program Costs, and DHS Cost Estimating Guidebook: Development of a LCCE.

Appendix B

List of Acronyms

- AA – Alternatives Analysis
- AD – Assistant Director
- ADA – Acquisition Decision Authority
- ADE – Acquisition Decision Event
- ADE-0 – Identify Needs Phase
- ADE-1 – Analyze/Select Phase Needs/Activities/Schedules
- ADE-2A – Approve Program and Initiate Obtain Phase Activities
- ADE-2B – Approve APB and Continue Obtain Phase Activities
- ADE-2C – Approve Low-Rate Production or Incremental Delivery Obtain Phase
- ADE-3 – Produce/Deploy/Support/Dispose Phase
- ADM – Acquisition Decision Memorandum
- AIT – Acquisition Identification Team
- ALF – Acquisition Lifecycle Framework
- AoA – Analysis of Alternatives
- AOL – Acquisition Oversight List
- AP – Acquisition Plan
- APFS – Acquisition Planning Forecast System
- APB – Acquisition Program Baseline
- APR – Acquisition Program Review
- ARB – Acquisition Review Board
- ARP – Acquisition Review Process
- BOA – Basic Ordering Agreement
- BMC – Business Management Council
- BPA – Blanket Purchase Agreements
- BWS – Business Workforce Strategies
- CAD – Comprehensive Acquisition Document
- CAE – Component Acquisition Executive
- CAR – Capability Analysis Report
- CASP – Capability Analysis Study Plan
- CDP – Capability Development Plan
- CFO – Chief Financial Officer
- CIO – Chief Information Officer
- CMB – Configuration Management Board
- CONOPS – Concept of Operations
- CPIC – Capital Planning and Investment Control

- CRE – Component Requirements Executive
- DHS – Department of Homeland Security
- ED – Executive Director
- ERO – Enforcement Removal Operations
- ESC – Executive Steering Committee
- FAC-P/PM – Federal Acquisition Certification for Program and Project Managers
- FASA – Federal Acquisition U.S.C. – United States Code FYHSP – Future Years Homeland Security Program
- FOC – Full Operational Capability
- HCA – Head of Contracting Activity
- HSAM – Homeland Security Acquisition Manual
- HSI – Homeland Security Investigation
- ICE – Immigration Customs Enforcement
- IDV – Indefinite Delivery Vehicles
- ILSP – Integrated Logistics Support Plan
- INVEST – Investment, Evaluation, Submission, and Tracking
- IT – Information Technology
- JRIMS – Joint Requirements Integration and Management System
- KPP – Key Performance Parameter
- LCCE – Life Cycle Cost Estimate
- M&A – Management and Administration
- MAOL – Master Acquisition Oversight List
- MNS – Mission Needs Statement
- OAQ – Office of Acquisition Management
- OCIO – Office of Chief Information Officer
- OMB – Office of Management and Budget
- OIPA – Office of Investment and Program Accountability
- OPLA – Office of Principal Legal Advisor
- ORAP – Office of Regulatory Affairs and Policy
- ORD – Operational Requirements Document
- PARM - Program Accountability and Risk Management
- PM – Program Manager
- PMO – Program Management Office
- PPBE – Planning, Programming, Budgeting, and Execution
- PSO – Portfolio Support Office
- RAD – Resource Allocation Decision
- RAP - Resource Allocation Plan
- RFI – Request for Information

- RFP – Request for Proposal
- SAT – Simplified Acquisition Threshold
- SME – Subject Matter Expert
- TEMP – Test Evaluation Master Plan
- U.S.C. – United States Code
- USM – Under Secretary for Management