



Response for:

**United States Visitor and Immigrant
Status Indicator Technology
(US-VISIT) Program
Prime Contractor Acquisition**

**Volume 3, Part A
End Vision – Executive Summary**

January 15, 2004

Submitted to:

US-VISIT Program Office

Department of Homeland Security
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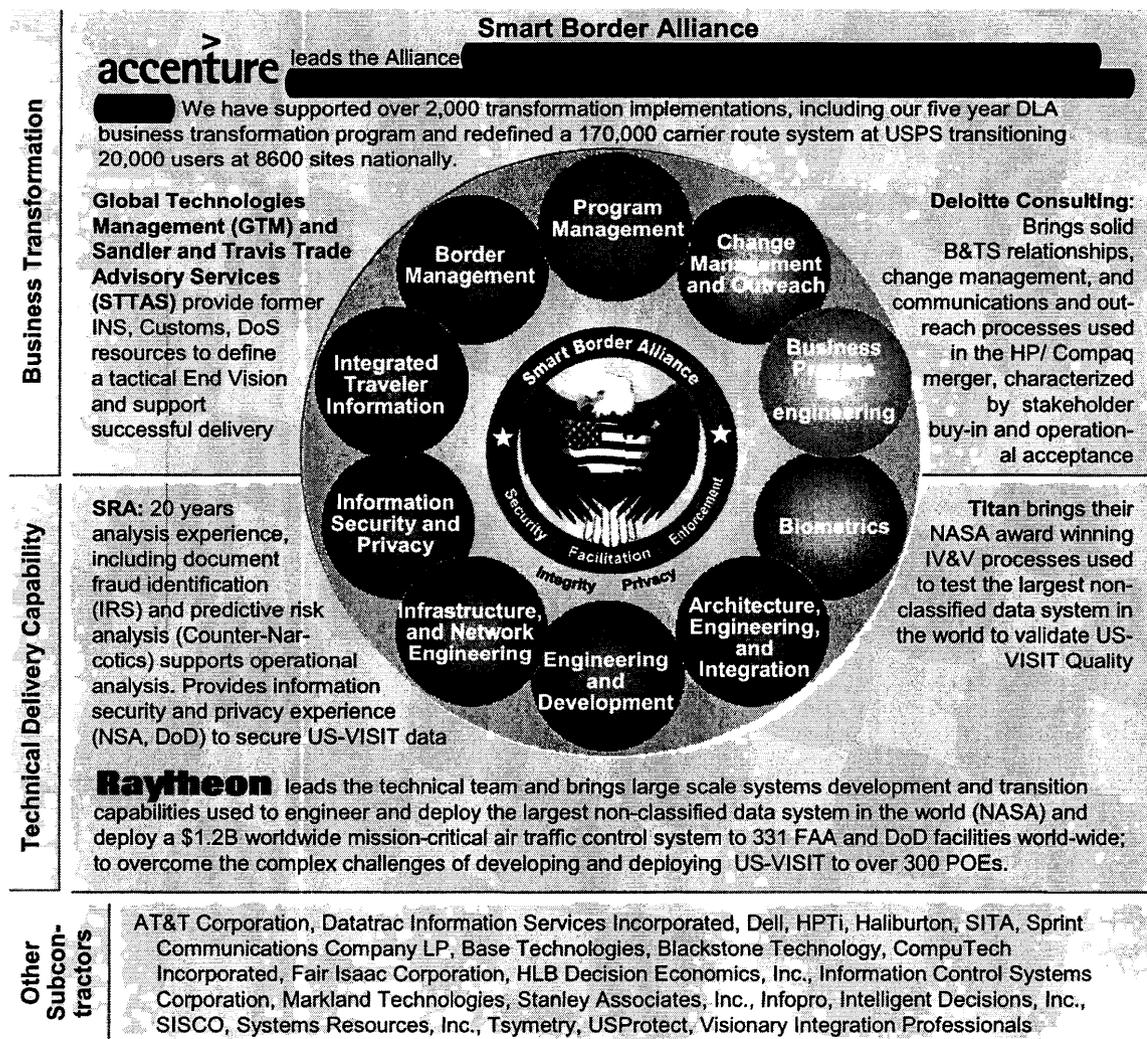
1.0 EXECUTIVE SUMMARY

Every aspect of the way the Department of Homeland Security (DHS) does business will change over the next several years. With increased risk of terrorism, growing volumes of legitimate travel and trade, rapidly evolving technology, the merging of INS and Customs, and the intense scrutiny of global stakeholders and media, DHS must choose the right business partner for the US-VISIT program.

Smart Border Alliance. The members of the Smart Border Alliance as depicted in Figure 1, are at the forefront of helping large, complex organizations transform

themselves by tailoring proven solutions and information technology to solve mission critical business problems.

We call our team the Smart Border Alliance to recognize the need for DHS to deliver secure borders and simultaneously facilitate legitimate trade and travel. There are no trade-offs. Both goals must be met while improving immigration system integrity and adhering to privacy laws and policies. The Alliance realizes that technology is not the primary factor for successfully delivering US-VISIT. Transition from current state to End Vision requires intelligent planning and



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Figure 1. We assembled the Smart Border Alliance with the leading providers of each capability we defined as critical to US-VISIT success



performance in the human factors areas including organizational change, stakeholder management, and end-user training. Successful management of these people-related areas will be the primary determinate for the extent of success that the US-VISIT program will realize.

We take our lead from the US-VISIT Program Management Office, and combine a fresh, vision-driven approach and successful transformation experience to deliver a 21st century immigration system.

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Delivery Leadership Team. Our Program Manager, Eric S. Stange, has over 20 years experience in information technology and program management, and recently led Accenture's Defense Logistics Agency (DLA) Business Systems Modernization (BSM) program. DLA BSM is a 5 year, \$615 million program to redesign and accelerate mission-critical functions in order to provide U.S. and Coalition Warfighters around the world with on-time delivery of supplies. The program is a 100% performance based contract based on business outcomes that has delivered all tasks on time, on budget and has met 99.97% of performance incentives.

Gayle S. Nix, the Deputy Program Manager, has over 20 years of successfully managing large programs for Government and commercial clients. In Gayle's recent position as the CIO and Director General of the Technologies Branch at Citizenship and Immigration Canada, she led development of the Permanent Resident Card, merging biometrics with other security technology initiatives. Gayle is also a highly respected member of the international border management community, called upon to make numerous presentations at border management seminars and symposia.

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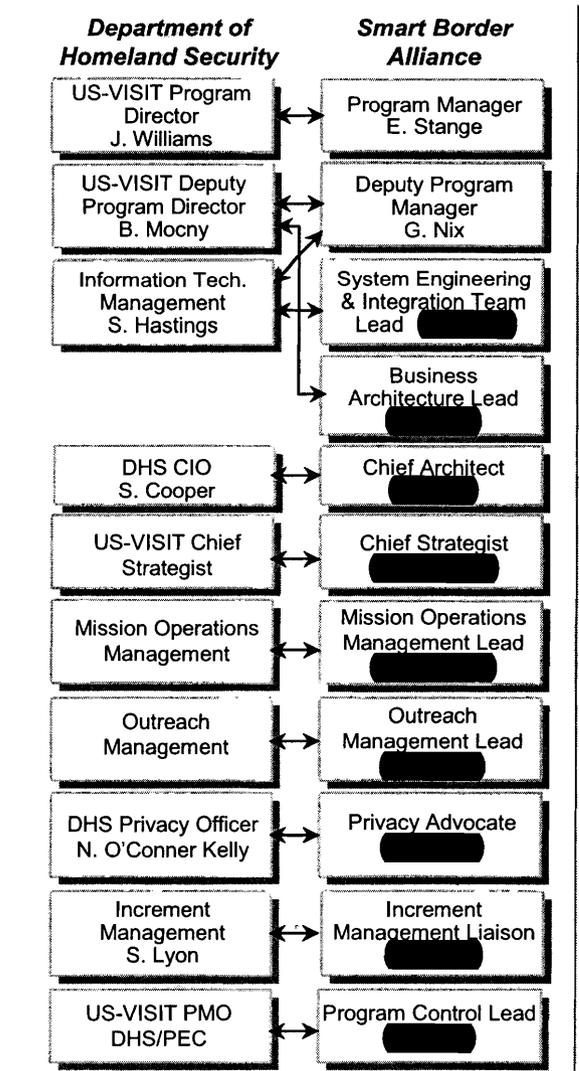
Eric and Gayle lead a team of key personnel that will start on day one and are 100% committed to US-VISIT for a

minimum of years. percent of our key personnel come from our Past Performances or are former government border management executives. Figure 2 shows key personnel mapped to their government counterparts. We have also established a 14-person US-VISIT program Senior Advisory Board that will meet up to 6 times annually and is co-chaired by

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Figure 2. We directly align with DHS to utilize government feedback and provide clear channels of accountability throughout the program lifecycle



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End Vision Solution. The End Vision, depicted in Figure 3, is designed to provide innovative solutions to current problems, modernize and retire legacy systems, transform border processes, and position DHS to overcome future challenges. The End Vision is a Virtual Border making Port of Entry (POEs) the last line of defense, not the first. It includes an Integrated Traveler Folder providing cross-agency information across a border management System-of-Systems. It includes a Mission Operation Center improving decisions with risk analyses and operational intelligence allowing DHS to dial up security locally, or nationally. It is a US-VISIT program planned globally, delivered locally, and driven by people and processes, not technology.

The Virtual Border. The virtual border operates far beyond U.S. boundaries to distinguish security risks from legitimate travelers to prevent potential threats from reaching U.S. borders; it helps locate and remove status violators; and it monitors entries and exits without increasing time at the border.

The Integrated Traveler Folder (ITF). The ITF collects, manages, and provides a common view of real-time traveler information to inspectors, adjudicators, and consular officers improving their ability to make accurate and consistent admissibility and benefits decisions.

The Mission Operations Center (MOC). The MOC provides a multi-level view of operational data to monitor geographic risk and national threats, while empowering POE decision makers across the enterprise to improve resource utilization, operational efficiency, and national security.

The System of Systems (SOS). SOS integrates people, processes, technology, and information across the border management community to create a seamless end-to-end process to improve fraud identification, locate and remove status violators and increase the identification of risky travelers.

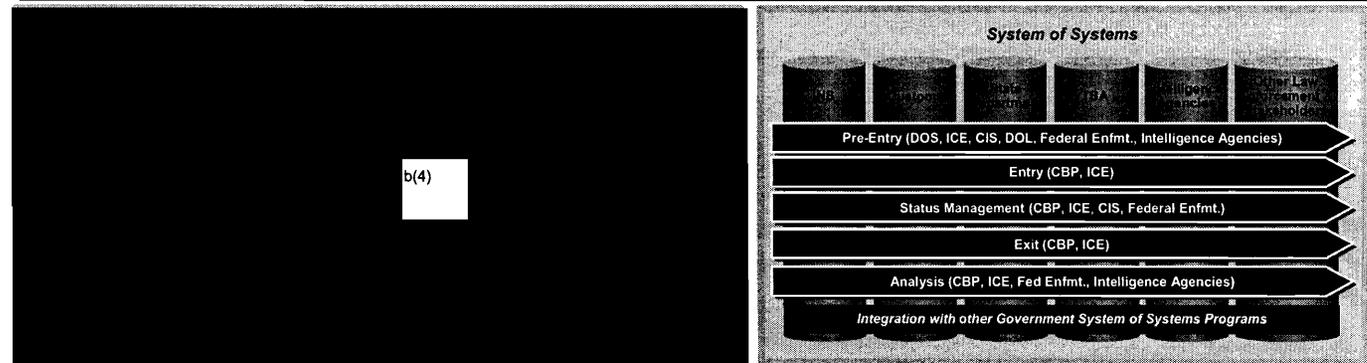
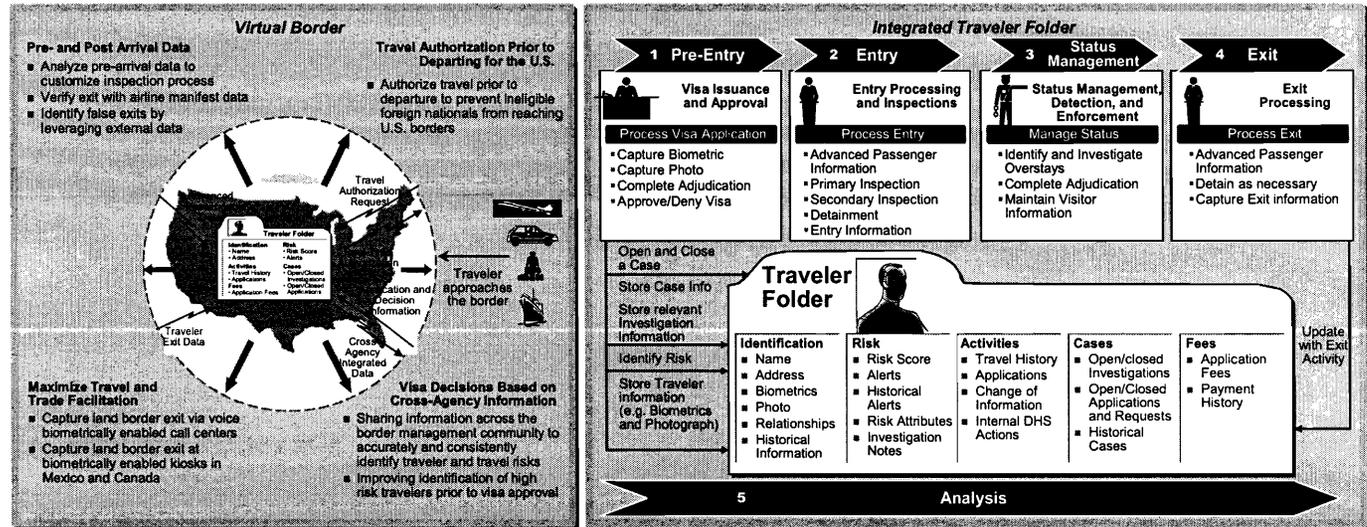


Figure 3. Our US-VISIT End Vision solution creates a seamless cross agency border management process, specifically addressing Program goals and desired business results

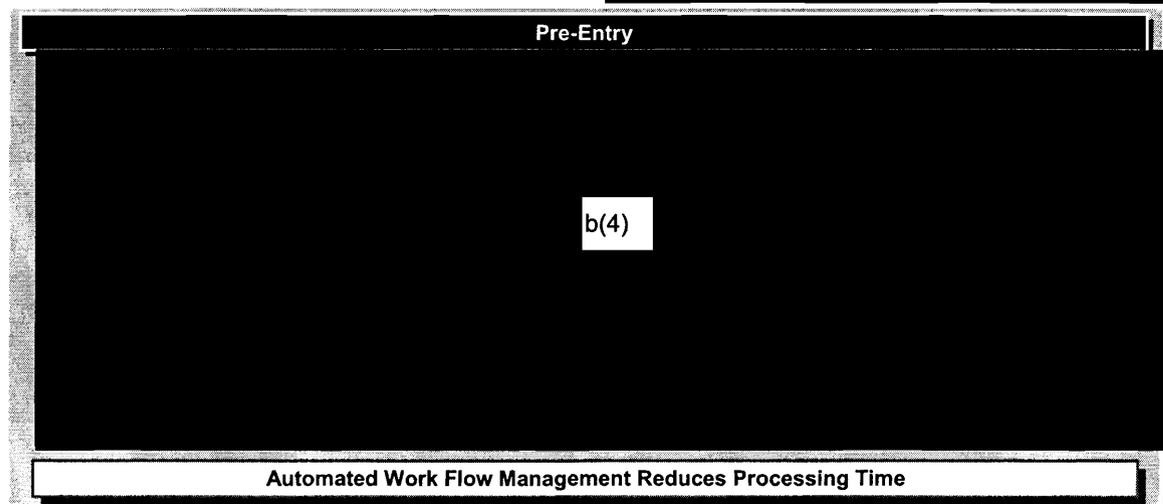
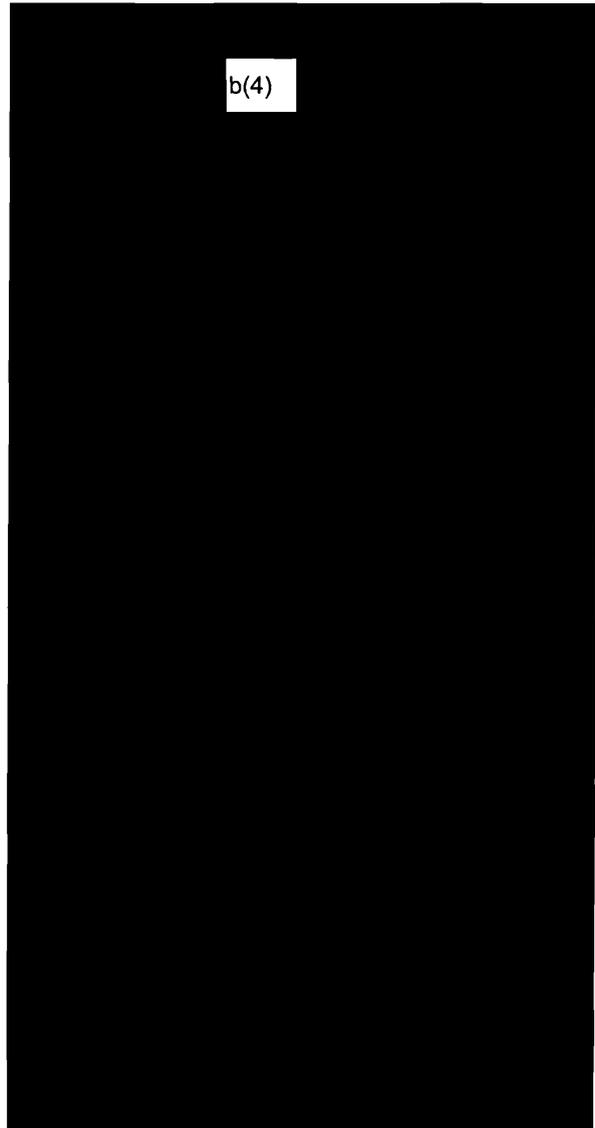
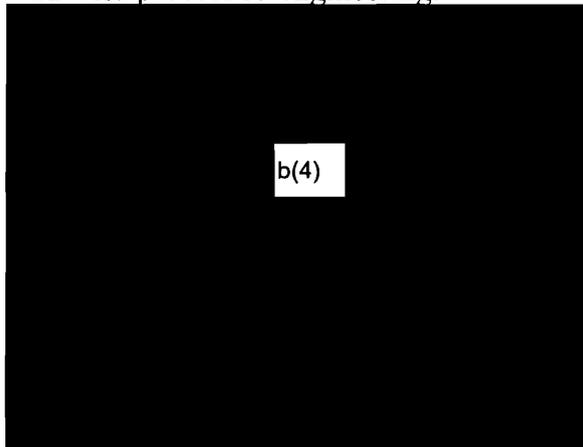
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2.0 BUSINESS SOLUTION

Our business solution starts well before the traveler gets to the U.S., providing organizations that interact with a traveler, from consulates to airlines, the information to identify high-risk travelers. A traveler self-service portal enhances the status management process, and our analysis solution drives risk-based decisions across the border management community, focusing attention on the select few.

Pre-entry. The pre-entry business process, shown in Figure 4, extends across agencies to improve the timeliness, efficiency, and accuracy of the visa issuing process. Our approach builds on work we did with Department of Labor (DoL) and Department of State (DoS) to plan the H-2B visa process re-engineering.



USVP 170

Figure 4. An integrated view of cross-Government information improves the accuracy, consistency and timeliness of admissibility decisions



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Entry. Our unified entry process, shown in Figure 5, applies to land, air, and sea. Using our Subject Matter Expert's (SMEs) operational experience we identified several opportunities to automate primary inspection functions, such as biometric and document capture and verification.

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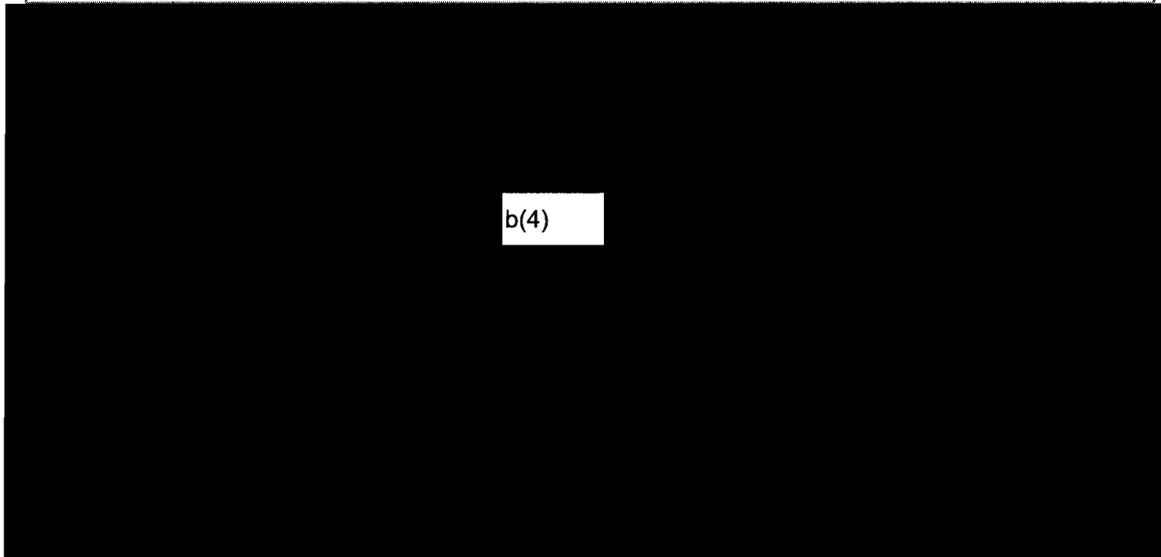


The Alliance looks for and exploits the commonality at air, land, and sea to unify DHS business activities and supporting technologies. For example, our solution uses traveler self-service kiosks monitored by an inspection officer at airport, primary

seaports, and pedestrian land crossings. Common business processes promote an agile workforce that can move between air, land, and sea, as DHS identifies specific facilitation and security threats.

The Integrated Traveler Folder (ITF) unifies information, improves accuracy and meaning, and presents it at a level of detail appropriate for each user type and access method. The primary inspection officer sees the ITF as a multi-passenger vehicle manifest with name, age, photo, and risk indicator – relevant data to make an entry decision or refer that traveler to secondary. The additional level of detail presented to the officer at secondary, including travel history, occupation, and relationships, allows him to conduct a focused interview without navigating multiple screens. Users, within the

Entry	
Sample Scenario	
<p>High-Volume Holiday Traffic... causes extra vigilant conditions at the Laredo port. The port director assigns extra officers with Mobile Inspection Devices (process 5 below) to process cars in tandem with officers stationed at the primary booth, keeping security tight and the traffic moving. The device allows officers to scan travel documents and fingerprint travelers in cars. An inspector sees a high-risk score for a traveler, and refers him to secondary.</p>	<p>Secondary Inspection (process 6 below) The ITF indicates the high risk score based on the traveler's brother being on a terrorist watch list. When the officer asks if he has contact with his brother, the traveler says he hasn't seen him in years. Interestingly, the officer sees from the ITF that both the traveler and his brother have the same address. The inspector notifies the appropriate authority.</p>



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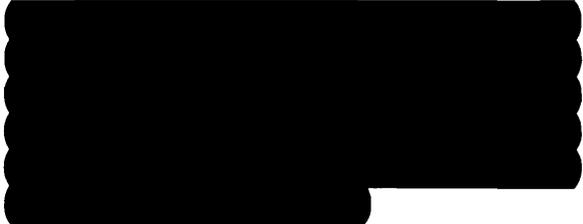
Figure 5. Our virtual border prevents threats from reaching US Borders and reduces POE administrative tasks decreasing inspection times and border delays



privileges set by the DHS security officer, can navigate the complete set of traveler data through touch screen.

Status Management. The status management solution improves immigration system integrity. Kiosks, self-service portals, and automated phone response units protected with biometric authentication make it easy for travelers to update status data. This lets CIS officers focus on special cases and fraud detection. Convenience for travelers makes it more likely they will maintain their information during their visit.

STATUS: The traveler calls the US-VISIT 800 number to update her address. The automated response unit prompts her for a unique ID and a pass phrase for biometric verification. The system authenticates the traveler and asks if the calling location is the traveler's new address. The traveler confirms the address. The previous and current addresses are stored in the ITF.

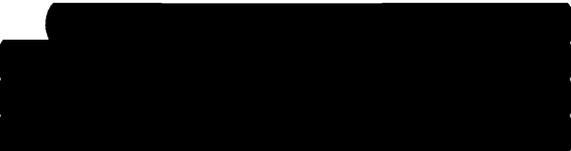


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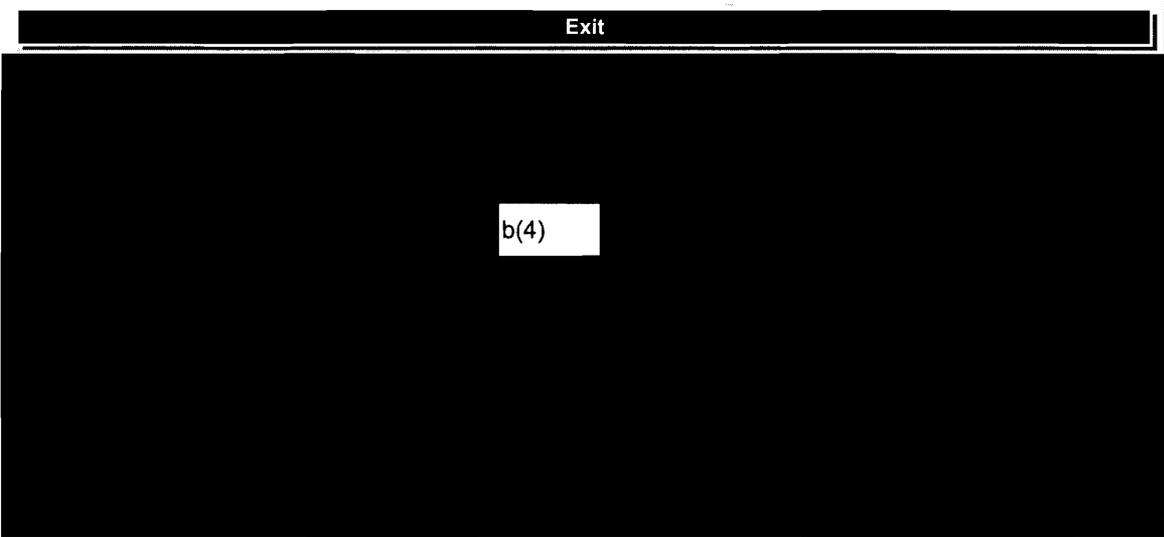
Exit. The exit process, shown in Figure 6, offers multiple security layers without adding new facilities, staff, or causing border backups.

EXIT: Three Canadians return home after a day of shopping. Enrolled in the new US-VISIT frequent traveler program, each has a self-authenticating device that performs a 1:1 finger scan match on entry and exit. As their car approaches the border, the system reads the car license and, sensing positive self-authentication, creates an exit record.

The system records each traveler's exit event in the ITF, eliminating the need for paper I-94s. Our ITF captures the traveler's relationships: they traveled together, and in a particular vehicle. The record of traveler relationships supports enforcement agencies' investigations and feeds the MOC risk assessment algorithms.



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Figure 6. Our infrastructure lite solution tracks exit data without delaying travelers, and minimizes operational impacts



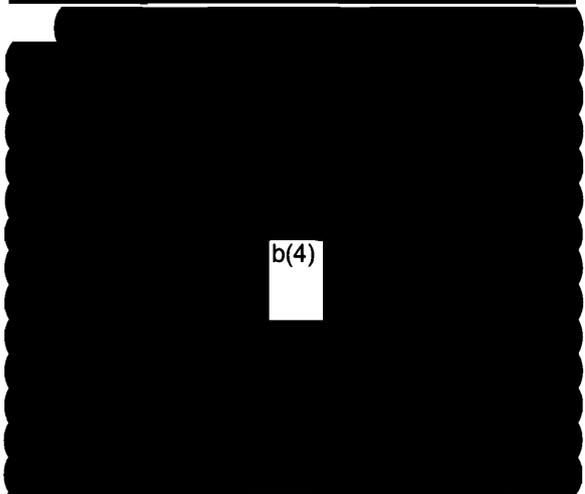
Analysis. The MOC, shown in Figure 7, synchronizes mission execution with situational awareness and system operation. Headquarters, regional, and port managers cooperate and share information real-time to adjust policy, processes, and resources based on threat intelligence.

MOC: Intelligence shows a terrorist sleeper cell may attempt to cross the Mexican border as frequent travelers. DHS increases the land borders threat level. The MOCs secure portal directs intelligence and management decisions to port directors. Working together, Headquarters and port directors decide to add officers to support in-depth screening.

Our solution allows DHS to “dial up” security threat levels nationally or locally. A change in threat level impacts many business processes: how algorithms classify traveler risks, case prioritization, or the extent of interrogation at inspection. Our policy-driven solution adapts to pre-established threat level business rules. DHS can apply policy with high fidelity precision, covering only a specific region, transport mode, or traveler profile. This provides agility to respond to threats locally without national impact.

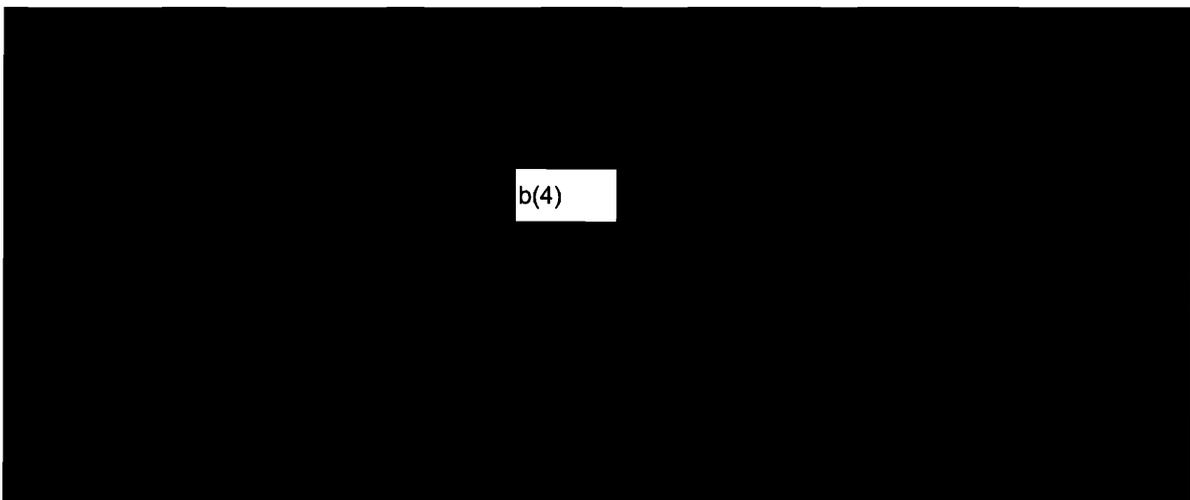
MOC: The MOC Operational Port Model (OPM) predicts long delays at the southwest

land border due to the increased threat level. Headquarters and port directors seek a solution that sustains increased security while maintaining the flow of legitimate travel and trade. The MOC shows that air POEs, still at yellow threat level, are performing well below delay thresholds. Headquarters use the Port Model’s “what if” capability to see how air POEs would perform if some officers were shifted to the land POEs. Based on the model’s results, they decide to temporarily shift 10% of air POE inspection resources to the most congested land POEs.



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DHS can quickly deploy additional entry and exit tools such as portable inspection stations.



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Figure 7. The MOC provides near real-time enterprise-wide operational information enabling rapid response to local and national situations and improving resource utilization, operational efficiency, and national security



3.0 TECHNICAL SOLUTION

The Smart Border Alliance technical solution enhances security, improves facilitation, and requires no major facility construction projects.

Our technical approach is based on past successes with billion-dollar strategic information systems

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A framework provides a structure where:

- Data is created, validated, and stored once and used across business applications
- Processing services common to multiple applications are developed once and reused
- A single computer security, privacy, and management policy is easily applied across applications and users

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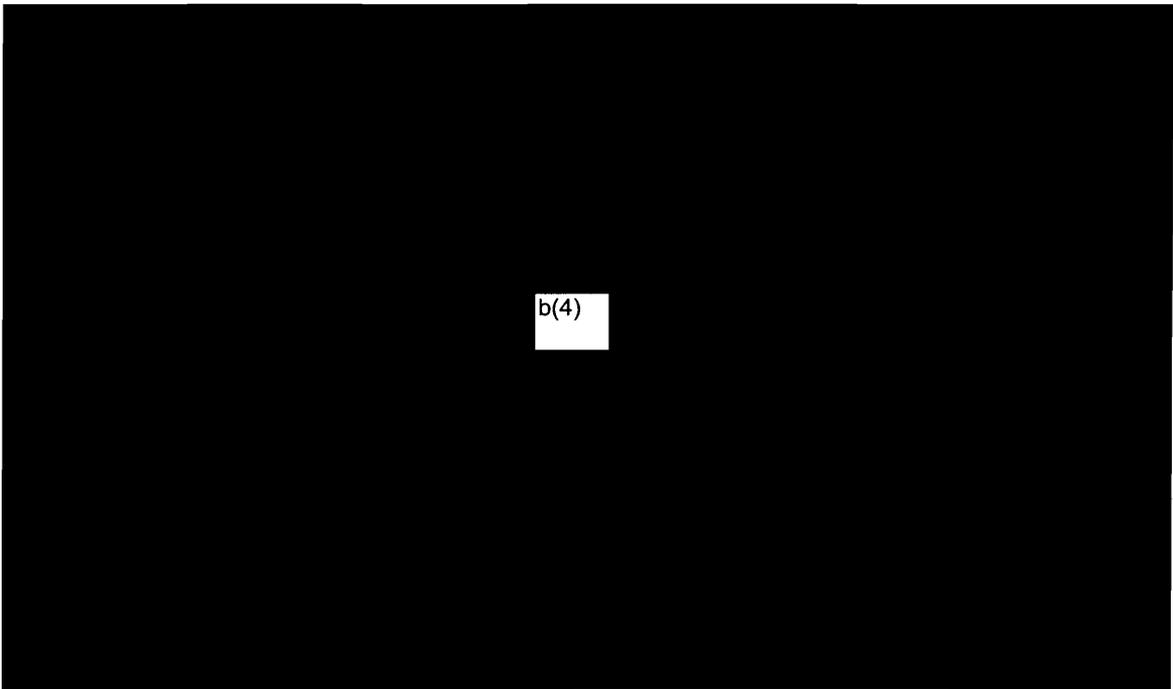
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US-VISIT avoids becoming tomorrow's stovepipe. In addition to accessing data from legacy and external systems through our Common Interface Services' MQSeries gateway and web services, we make our ITF database, biometrics services, and risk assessment services available to other users and systems within the DHS enterprise.

[Redacted]

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Figure 8. Our architecture provides a common framework for US-VISIT functions – facilitating usability while reducing deployment and maintenance costs



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unconnected across systems. The Integrated Traveler Folder (ITF), shown in Figure 9, solves this problem by providing a consolidated view of the data across systems, at the right time, and at the right level of detail.

DHS information systems must easily adapt to new requirements and legislation.

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Extended traveler information accessed during more focused investigations, such as fee payment history, are maintained in their primary system and accessed through the integration gateway.

[Redacted]

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We further reduce system development and maintenance costs by building on today's infrastructure, and using technology across many DHS business functions. For example, portable inspection stations

[Redacted]

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Integrated Traveler Folder. DHS has ample data. This data exists in stovepipe systems making it cumbersome for officers to navigate thus knowledge inherent in the raw data remains unknown and

USVP-211
Figure 9. Our ITF unifies information about a traveler, allowing DHS users to make quick and informed decisions



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This information gives the inspector the ability to identify threats and perform in-depth and focused interrogations.

MOC. The MOC provides an environment where stakeholder organizations can come together to understand the impact of external influences on the border, and develop tactical and strategic plans to secure the border and enhance the flow of people and commerce.

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As proven on our billion-dollar mission critical successes such as NASA ECS and FAA STARS, the Alliance US-VISIT technical solution provides DHS a foundation that can readily adapt to new agency initiatives and incorporate new technologies for the next 25 years.

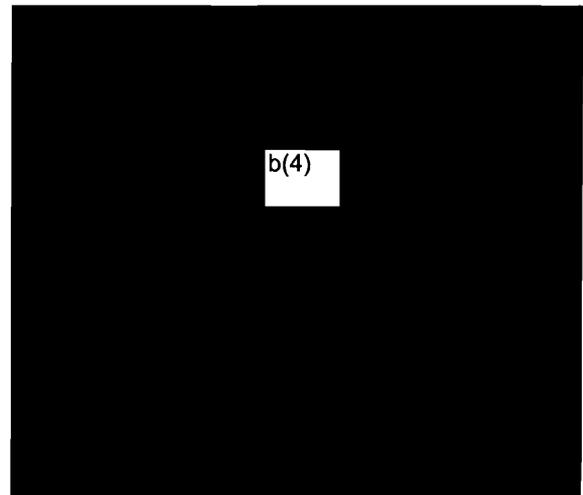


Figure 10. Our powerful risk algorithm uses multiple data sources to target threats



4.0 TRANSITION STRATEGY

The Smart Border Alliance transition strategy, proven on 13 international border management and other large and complex programs, delivers the technology, training, change management, and outreach to make each increment a success.

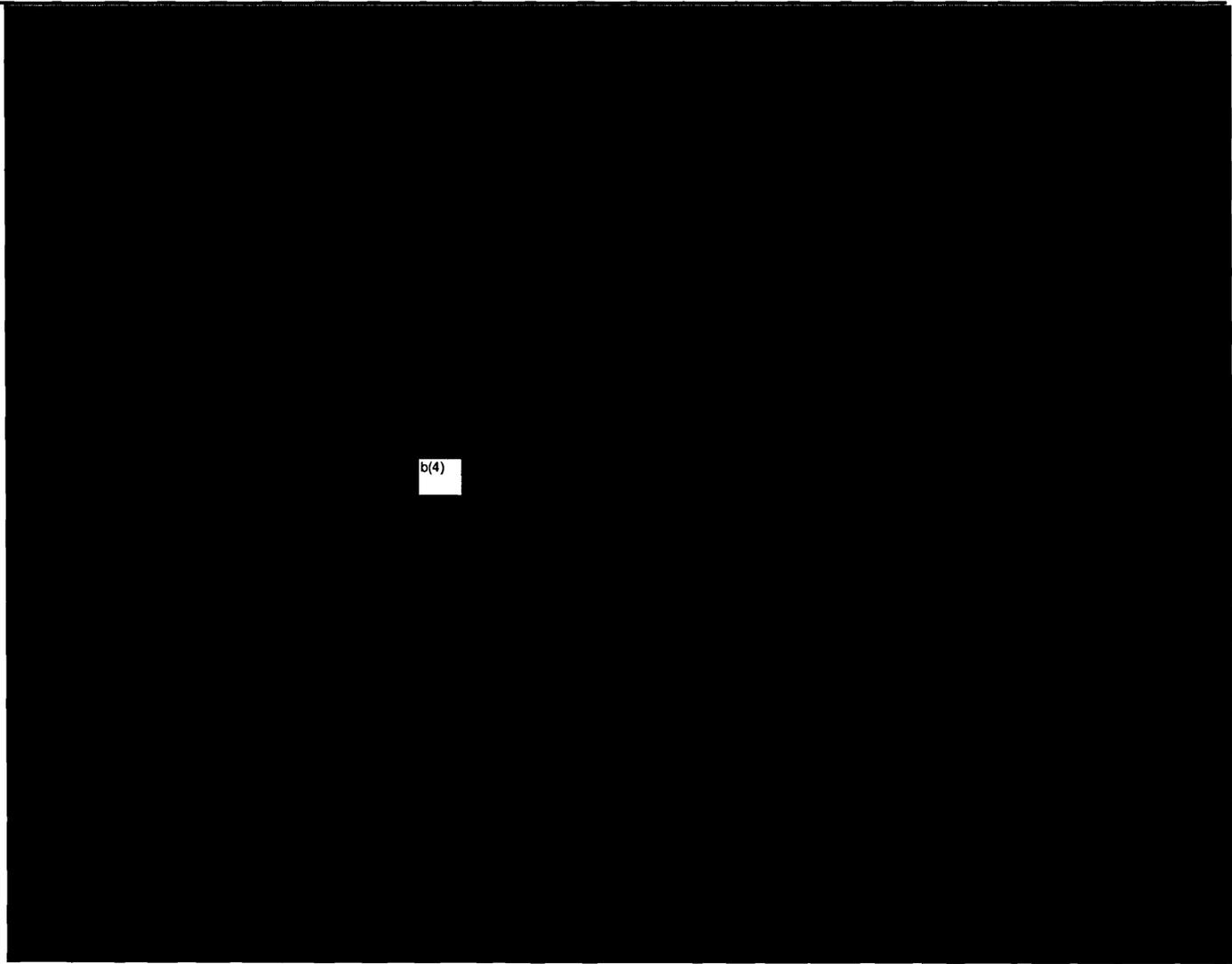
With past successes such as FAA STARS (331 sites) and USPS DOIS (8,600 sites and 20,000 users), we understand the logistical challenge of deploying technology to the 300 POEs. We also understand the more difficult hurdle for US-VISIT success involves people: transitioning 10,000 users to new processes that extend across agencies, and accommodating communities of interest that include airlines, border towns, and 200 countries concerned with privacy.

The Alliance excels in change management, with processes proven on thousands of commercial and federal projects where we managed process changes for millions of users and stakeholders. Projects like DLA, where we transformed systems and business operations that supported 30,000 users in 48 states and 28 countries.

The Alliance brings 300-years of collective experience of former INS, Customs, and DoS officers and executives.



Figure 11 shows how the Alliance incremental release plan delivers components of our End Vision in year 1, and other highlights of our transition strategy.



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Figure 11. [Redacted]



Increment 2B Transition. The Alliance 2B deployment approach, proven on large programs like TSA Security Equipment Integration (443 airports, 1,770 detectors in 9 months) and FAA STARS (331 sites globally), concludes on November 19th, 2004, as depicted in Figure 12.

We initiate deployment planning activities three weeks after contract award: surveying POEs, drafting installation plans, and building stakeholder relationships. We also begin 2B training for the deployment team and field personnel, 120 DHS trainers, and the system-owning organization.

[Redacted]

The Alliance brings lessons learned into the actual deployment by having our deployment team leads participate in the Model POE installation.

[Redacted]

For FAA STARS, this deployment approach allowed us to install 84 systems on or ahead of schedule.

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Figure 12. Our 2B business focused transition plan, based on large, complex deployments, enables the Alliance to deploy on-time and on budget



5.0 OUR COMMITMENT TO YOU

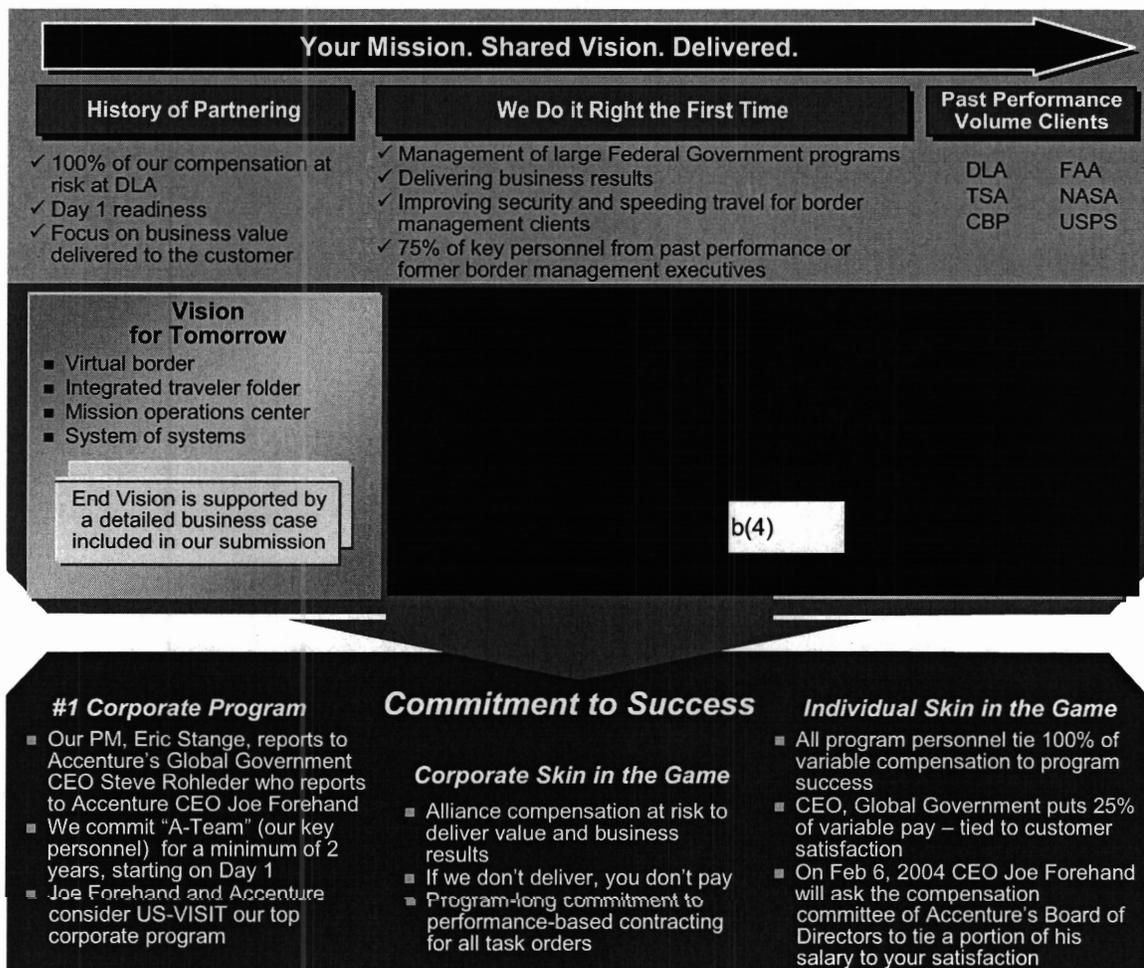
To realize the full benefits of US-VISIT, DHS needs to collaborate with a Prime Contractor that shares their vision and commits people with proven business transformation, systems integration, and deployment capabilities. Your selected partner must have a Federal government track record for on-time delivery of business results and the organizational change management expertise required to maximize operational acceptance. Finally, the team you select must be willing to make a commitment to the success of US-VISIT on both a corporate and individual level.

We have listened carefully to you and your stated needs. It is with confidence we

say: The Smart Border Alliance is that team. We have successfully managed large federal transformation programs, delivered complex border management solutions, and excelled on performance-based contracts. Figure 13 demonstrates our three levels of our commitment to you for the US-VISIT program.

We realize the US-VISIT PMO is the senior partner in our relationship and we commit to take your lead in delivering the End Vision. You can count on us to get it right the first time - so DHS can proclaim, not explain, in November 2004 and beyond. In conclusion, we are tied to your success:

US-VISIT Delivered



USVP 234

Figure 13. Our past performance, our vision and tactical transition strategy, and our commitment deliver US-VISIT's expected results the first time