



Response for:

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

**Volume 4, Part C  
Past Performance**

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## 1.0 INTRODUCTION TO PAST PERFORMANCE

*Our Smart Border Alliance has significant Government transformation and border management qualifications to deliver US-VISIT, drawing on key personnel and best-of-breed processes to meet DHS' critical mission to improve security while facilitating trade and travel.*

Accenture assembled the Smart Border Alliance Team from members who possess the collective capabilities to meet the unique challenges of US-VISIT. The team includes large teaming partners, small business specialty providers and technology partners, each adding significant value to our offering. Two teaming partners bring unmatched border management insight and expertise – Global Technology Management (GTM) adds U.S. immigration experience, and Sandler and Travis provides U.S. Customs experience, with seasoned ex-Government executives providing lessons learned and subject matter expertise to the team.

Figures 1-1 and 1-2 identify the team members who bring complementary abilities to the Alliance. The figures are divided into Tier 1 and Tier 2, assigned by

### *The Smart Border Alliance possesses the key capabilities required for a successful, low risk implementation*

- Extensive combined experience with Government Agencies including the Department of State, INS, Customs, TSA, DLA and USPS
- Substantial border management expertise and experience in design, development and operations, both domestically and internationally
- Experience and commitment of key individuals with Program Management, Systems Development Lifecycle, Transition and Deployment skills mandatory for success
- Relevant lessons learned and applied from multiple-team Government and commercial contracts to reduce implementation risk

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division of labor. Tier 1 includes our large teaming partners. Tier 2 includes our small business specialty providers, technology partners and subject matter experts. Collectively, we share a consistent track-record of delivering mission-critical systems at all of the agencies that play a role in U.S. border management today, including the Departments of Homeland Security, State, Justice, Treasury, and Transportation.

<b>Team Member and Role</b>	<b>Relevant Expertise</b>
<ul style="list-style-type: none"> <li>■ <b>Accenture:</b> Prime Integrator, Program Management, Business Transformation, Solution and Training Development</li> </ul>	<ul style="list-style-type: none"> <li>■ Business Transformation experience with DLA, TSA, and USPS</li> <li>■ Border Management systems developed and installed in Canada, Europe, New Zealand</li> <li>■ Program Management and Commitment to process improvement: USA Government Operating Unit, all Federal Government projects</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>Raytheon:</b> Deployment, Biometrics Integration, Systems Engineering</li> </ul>	<ul style="list-style-type: none"> <li>■ Large-scale deployment for DOD and TSA</li> <li>■ Systems Engineering on major, mission-critical programs for DOD and the Intelligence community</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>SRA:</b> Information Assurance, Mission Operations Center(MOC), Privacy</li> </ul>	<ul style="list-style-type: none"> <li>■ Implemented MOCs for DOD</li> <li>■ Information Assurance for Federal Government</li> <li>■ High Visibility Privacy Policy Experience</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>Titan:</b> Quality Assurance</li> </ul>	<ul style="list-style-type: none"> <li>■ IV&amp;V and Quality Assurance on large-scale programs with clients such as NASA and INS</li> </ul>

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**Figure 1-1. The Smart Border Alliance Tier 1 members have the skills and past performance to deliver a value-driven US-VISIT solution that meets program objectives and achieves results**



<i>Team Member and Role</i>	<i>Relevant Expertise</i>
<ul style="list-style-type: none"> <li>■ <b>AT&amp;T:</b> Modeling and Simulation, Performance Testing, Data Center Operations and Consolidation, Help Desk</li> </ul>	<ul style="list-style-type: none"> <li>■ POE Business Process Modeling</li> <li>■ Name checking for visas and passport</li> <li>■ Operate National Passport Info Center</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>Base Technologies:</b> Border Management Software and Systems Support</li> </ul>	<ul style="list-style-type: none"> <li>■ Border management experience supporting the Department of State</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>CompuTech (SB):</b> Legacy Systems Integration and Database Support</li> </ul>	<ul style="list-style-type: none"> <li>■ Providing legacy system support to INS</li> <li>■ INS business understanding and relationship</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>DataTrac Information Systems (SB):</b> Smart Card Production and Records Mgmt</li> </ul>	<ul style="list-style-type: none"> <li>■ Experience with former INS and DHS in border programs and records management</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>Dell:</b> Desktop Services</li> </ul>	<ul style="list-style-type: none"> <li>■ Extensive desktop service experience</li> <li>■ Leading hardware/software integrator</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>Deloitte:</b> Communications, Organizational Change Management</li> </ul>	<ul style="list-style-type: none"> <li>■ Customs and Border Protection transition</li> <li>■ Commercial experience with outreach</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>Fair Isaacs (SB):</b> Data Mgmt, Analysis and Strategy</li> </ul>	<ul style="list-style-type: none"> <li>■ Automated decision strategies and enterprise decision management for NASA, DARPA</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>GTM (SB):</b> Immigration and State Department Subject Matter Support</li> </ul>	<ul style="list-style-type: none"> <li>■ Former Government executives with an average of 30+ years experience</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>HLB (SB):</b> Performance and Economic-based business cases</li> </ul>	<ul style="list-style-type: none"> <li>■ Experience on estimating U.S. border traffic economic impacts and performance metrics</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>HPTI:</b> Enterprise Architecture</li> </ul>	<ul style="list-style-type: none"> <li>■ Enterprise Arch. for former INS and DHS</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>ICS(SB):</b> Software Design and Development</li> </ul>	<ul style="list-style-type: none"> <li>■ Experience with former INS</li> <li>■ Long-time Accenture small business partner</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>Markland Technologies (SB):</b> Field Operations Support</li> </ul>	<ul style="list-style-type: none"> <li>■ Support and maintain SENTRI system for INS</li> <li>■ POE operations and maintenance</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>Sandler &amp; Travis:</b> Outreach Mgmt, Customs and Immigration Support</li> </ul>	<ul style="list-style-type: none"> <li>■ Former Govt. execs at Customs and Border Protection with an avg. of 30 years experience</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>Sprint:</b> Communications Integration</li> </ul>	<ul style="list-style-type: none"> <li>■ Legacy INS and Customs Networks</li> <li>■ Large-scale network engineering</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>Stanley and Associates (SB):</b> Dept. of State Systems and Business Operations</li> </ul>	<ul style="list-style-type: none"> <li>■ Department of State systems development and business process reengineering</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>System Resources, Inc. (SB):</b> Customs Subject Matter Support</li> </ul>	<ul style="list-style-type: none"> <li>■ Experience with Customs contract management, planning and strategy</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>US Protect (SB):</b> Asset Protection</li> </ul>	<ul style="list-style-type: none"> <li>■ Experience with former INS, DHS and CBP</li> </ul>
<ul style="list-style-type: none"> <li>■ <b>Visionary Integration Professionals (SB):</b> Program Mgmt Support and QA</li> </ul>	<ul style="list-style-type: none"> <li>■ Experience with former INS and Customs, particularly in California immigration</li> </ul>

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**Figure 1-2. The Smart Border Alliance Tier 2 members include small business (SB) subject matter experts and technology partners to support a successful delivery**

### 1.1 Summary of Past Performance Experience

We provide the complementary roles, competencies, and experience to deliver US-VISIT; we are a team with proven ability on large, complex programs, required for US-VISIT success.

Figure 1-3 provides our combined qualifications, establishing our experience

in core capabilities required, including Program Management, the Systems Development Lifecycle, and Transition and Deployment. We have experience implementing large-scale systems and processes with similar goals, requirements, and architectures for other Government Agencies and commercial clients. We have identified 41 projects as particularly



Category	Documentation of Acceptability Additional Engagements																			
	Required Contracts					Optional Contracts					Raytheon									
	Accenture	Raytheon	AT&T	State Department	AT&T	Accenture	AT&T	State Department	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T
<b>Program Management</b>	Business Logistics Agency	Business Systems Modernization	USPS PPP/DOIS	EOSDIS/ECS	STARS	USPS	State Department	AT&T	State Department	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T
<b>Transition and Deployment</b>	Business/Economic Analysis	Business Process Reengineering	Business Transformation	Performance-Based Contracting Program	Project Mgmt & Control	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T
<b>Systems Development Lifecycle</b>	Biometrics	CMMI/CIPI Process Improvement	Communications/Network Eng.	Identity Management/Privacy	Information Security	Infrastructure Management	QA/QM Test and Evaluation	Software Engineering	Strategic Planning and Analysis	Systems Development	Systems Engineering	Systems and Enterprise Architecture	Systems Integration	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T	AT&T

Figure 1-3. Experience from Past performance provides capabilities particularly relevant to US-VISIT





relevant to this program. Our collective efforts on these projects demonstrate our comprehensive experience, core competencies and capabilities required to deliver in all of the key skill areas identified by DHS in the RFP.

Accenture, along with our teaming partners Raytheon, Titan, AT&T, SRA, Stanley and Associates, and Deloitte, have evaluated our history of successful implementations and chose a subset of clients based on the project specifications. Relevant capabilities are rated for their depth of coverage during the listed project.

The sum of these projects covers the full scope and complexity of the efforts required for a successful US-VISIT program, which includes Business Process Reengineering (BPR) and Transformation, Biometrics, Border Management, Organizational Change Management, CMM/CMMI Process Improvement, and Systems Development, Engineering and Integration. These projects, and the skills honed from them, are proof of the Alliance's ability to deliver the highest quality solution that meets the needs of DHS and our country on-schedule and within budget.

### **1.2 Past Performance Lessons Learned**

A significant benefit of our team's prior experience is our ability to use collected data, proven practices, and additional sources of knowledge capital to refine our methodologies and provide the best project solution. By applying these lessons learned, we reduce delivery risk and improve quality while developing and deploying US-VISIT.

We bring many key personnel from our past performance projects to tactically implement this border management solution. These professionals bring best practices and lessons learned from their experience to improve the overall quality and reduce risk for this program.

Figure 1-4 demonstrates lessons learned from past contracts and the value they collectively bring to our proposed solution. While each past performance contract is unique, the value of lessons learned in program management, the systems development lifecycle, transition, and deployment, provides consistent improved processes and tools for program success.

### **1.3 Cooperation in a Complex Environment**

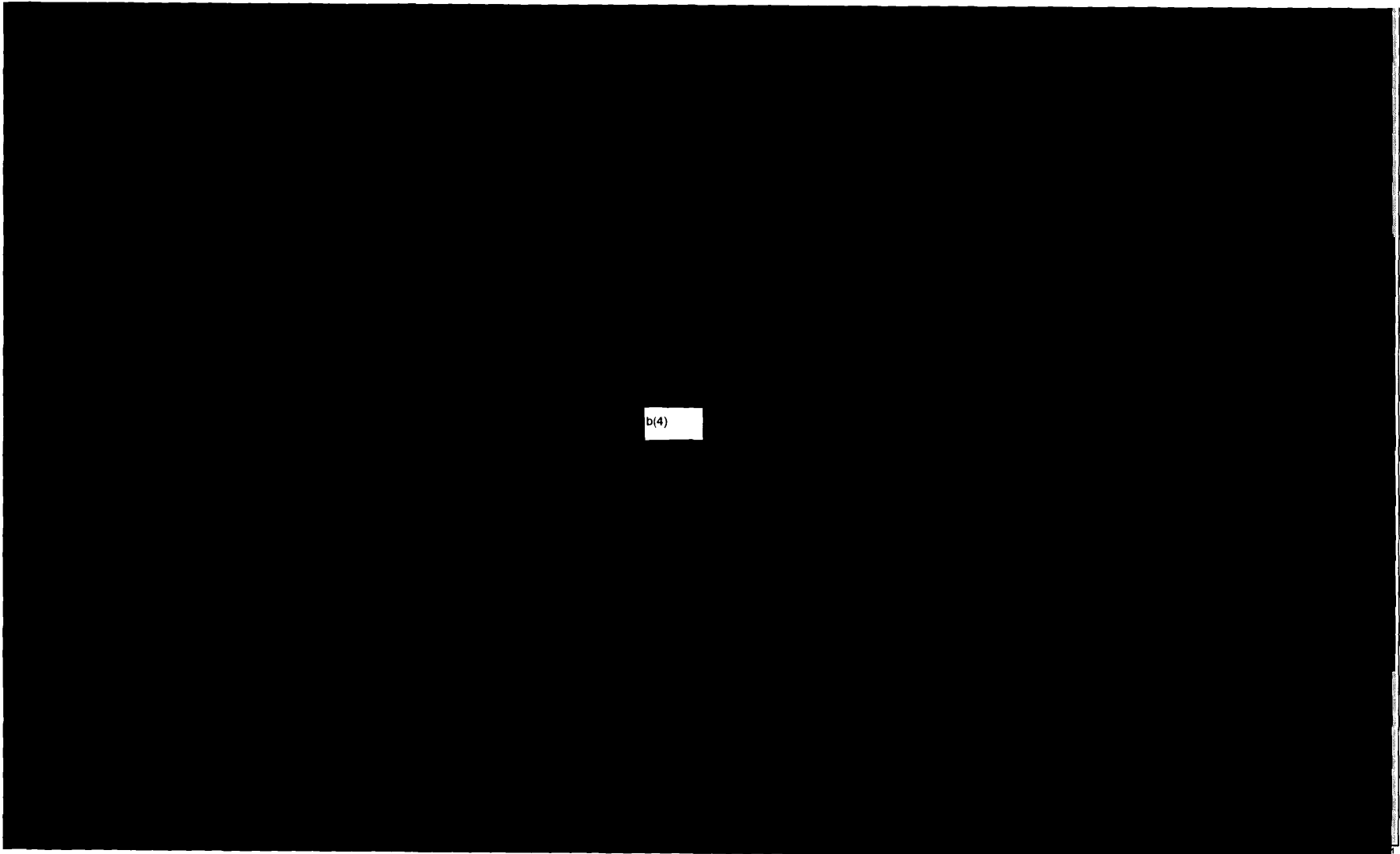
Not only do we bring lessons learned from past performance, but we bring lessons learned from working together and building world-class teams. The Alliance reduces risk by partnering with experienced teammates that have significant Government and DHS-related systems architecture, process and applications experience. Accenture has developed relationships with teammates through a broad range of strategic alliances, past project partnerships, and as a provider of services for many of the Tier 1 and Tier 2 teaming partners.

We also leverage our existing relationships with most of the major systems integrators, software and hardware vendors, and other subcontractors to contribute to successful task and subcontractor management. For example, we are working at the DLA with Lockheed Martin, one of more than 20 subcontractors, in the Business Systems Modernization (BSM) program. We also work alongside Computer Science Corporation at the U.S. Postal Service.

Many members of the Alliance work together as a matter of normal business. At the TSA, we work well with Deloitte Consulting. At the FDA, Accenture served as sub-contractor to SRA. We have long-standing relationships with several of our small business partners, such as ICS.



b(4)



b(4)

*Figure 1-4. Lessons Learned from Past Performance provide value to US-VISIT*



In addition to working with contractors and subcontractors, Accenture has performed collaborative work for several of our teaming partners. We have worked on numerous past contracts with Raytheon and AT&T. Dell has also relied on Accenture for mission-critical supply chain systems services and teamed with us on other opportunities.

Accenture has deep experience managing very large, complex client engagements using a teaming approach. At DLA, the 20 subcontracted organizations make up 34% of the total level of effort on the BSM program. The Department of State is another example of where we work with over 20 subcontractor and vendor organizations. Successful partnerships are generated by working cooperatively to define teaming arrangements that are mutually beneficial to all involved parties. We jointly plan the task, approach and metrics that measure progress and success.

We select our teammates based on attributes essential to the success of US-VISIT. Figure 1-5 demonstrates the fundamentals of the teaming plan related to roles, selection process, and team

empowerment. As the prime contractor, Accenture is responsible for overall program and task management, providing the majority of resources, with the Tier 1 partners, to accomplish program goals. Tier 2 teammates supplement the Alliance by providing specialized, required capabilities. The Alliance possesses DHS-relevant domain expertise, past performance on similar programs and the commitment of key personnel with the best qualifications to reduce execution risk.

**1.3 Organization of Past Performance**

In the eight sections to follow, we provide detailed Past Performance documentation for our four required and four optional projects, referenced in order to demonstrate the successful application of our broad capabilities. This documentation includes a project summary, and detailed project information including relevance, key personnel, achievements, performance and lessons learned. Client references are included, demonstrating the ability of the Smart Border Alliance to balance security and facilitation of trade and travel in US-VISIT program success.

<p><b>Accenture Responsibility</b></p> <ul style="list-style-type: none"> <li>■ Ultimate responsibility for outcome</li> <li>■ Build the right team for each task optimizing cost, time and risk</li> <li>■ Set, communicate and exceed DHS expectations</li> <li>■ Plan and execute metric driven and measured tasks</li> <li>■ Draw from over 300 global alliance relationships to select the right team</li> </ul>	<p><b>Teammate Empowerment Methods</b></p> <ul style="list-style-type: none"> <li>■ Receive voice in Program/Project Management meetings</li> <li>■ Issues and risks are raised for management attention – entered into a common, on-line database for full visibility by DHS, Accenture and teammates</li> <li>■ Tailored teaming agreements include details roles and responsibilities and communication methods</li> </ul>
<p><b>Teammate Responsibility</b></p> <ul style="list-style-type: none"> <li>■ Provide expertise in specific DHS applications, system architecture and processes</li> <li>■ Participate in formulating approach, work plan and metrics</li> <li>■ Share responsibility for success</li> <li>■ Driven and managed by metrics appropriate to the task</li> </ul>	<p><b>Teammate Selection Process</b></p> <ul style="list-style-type: none"> <li>■ Define required capabilities for US-VISIT solution</li> <li>■ Analyze potential teaming partners in Accenture's evaluation tool based on criteria such as DHS-related experience, past performance, key personnel and delivery capabilities</li> <li>■ Develop win-win teaming agreements</li> </ul>

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**Figure 1-5. The Smart Border Alliance brings together a team with the right skills at the right time to provide maximum value to US-VISIT**



## 2.0 DEFENSE LOGISTICS AGENCY

*The Defense Logistics Agency (DLA) teamed with Accenture to transform their established processes and systems to meet the changing demands of the DoD. We successfully deployed a 5-year, \$615 million Business Systems Modernization (BSM) worldwide to support their changing business.*

### 2.1 Description

DLA's mission is to protect America's armed forces in peace and war, around the clock, and around the world with logistics support. DLA strengthens U.S. National security by supplying key materiel to U.S. and Coalition Warfighters around the world. DLA buys and distributes the Pentagon's food, fuel, clothing, medical supplies, construction materials, and 90 percent of equipment and weapon system spare parts. DLA operates in 48 states and 28 countries. It processes 4,000 contracts a day with a staff of over 30,000 employees.

The changing needs of the military, coupled with the size, complexity, and age of their core systems, challenged DLA to rethink their operation. The agency was losing business because of delays in critical orders. During Operation Desert Storm, commanders doubtful they would get their order on time, called in everything they could, resulting in excess inventory. As a result, the military turned to alternative suppliers and purchased directly from equipment manufacturers who could deliver faster.

DLA recognized its need for change and identified a list of key success factors. Sustainability was a must. There could be no negative impact to the cost of operations. In addition, they needed to improve customer satisfaction. Other success factors included adherence to strict security standards, compliance with Government regulations, and interoperability with dozens of legacy systems. To accomplish this, DLA needed

***With DLA to improve Warfighter logistical support and solved critical performance challenges similar to US-VISIT's***

- 5-year, \$615 million business transformation program
- 100% performance based contract – met 99.97% of initial performance incentives
- All tasks delivered on-time, on-budget
- 260,000 new orders in excess of \$200 million already received and filled by new system
- BSM delivers \$624 million in savings while improving customer service and reducing inventory
- Eric Stange, DLA Program Manager and proposed US-VISIT Program Manger. 20+ years of systems integration, process reengineering, and change management at Government agencies

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a partner who could understand their vision, provide worldwide-deployed staff, and share project risk.

In August 2000, DLA awarded us a five-year Business Systems Modernization (BSM) project valued at \$615M. Key to winning this contract and building an effective partnership was our willingness to share in the risk of this mission critical project. The contract based one hundred percent of the fees on whether DLA successfully met their goals. This greatly reduced the risk for DLA.

### 2.2 Relevance

Our experiences at DLA are relevant to the skills required for success at US-VISIT. Our long-term partnership is one where both client and contractor weave their skills and areas of responsibility into an integrated management relationship. We partner with DLA in the truest sense by sharing the risk of its business transformation with a one hundred percent performance based contract.

DLA BSM is a massive business and systems integration effort requiring worldwide deployment. DLA BSM modernized 35-year-old legacy systems (Standard Automated Materiel Management



System - SAMMS, Defense Integrated Subsistence Management System - DISMS), and armed services specific extension systems. U.S. and Coalition Warfighters around the world depend on these systems for on-time delivery of critical supplies. Individuals ranging from the Commander in Chief to the soldier in the battlefield rely on BSM to deliver supplies necessary to do their job of maintaining National security. BSM delivered supplies to Operation Iraqi Freedom as well as parts for the Marine helicopter the President rides in.

Figure 2-1 highlights the skills our people developed at DLA and bring to US-VISIT. During the DLA modernization, our personnel gained extensive experience in system security and systems development with the successful integration of legacy systems and COTS software packages. Our work on BSM also brings to US-VISIT people experienced in business process reengineering, business transformation, large program management, and stakeholder management.

BSM's improvements made an immediate positive impact to the

Warfighter on the battlefield. With the first release of BSM, U.S. forces in Operation Iraqi Freedom noticed improved order tracking. These improvements prevented the stockpiles of excess inventory that occurred in Operation Desert Storm.

BSM manages and tracks 4.6 million unique items and processes roughly 600 million transactions a year. We delivered a solution that significantly improves DLA's core business capabilities and lowers their overall cost of operations. BSM gives the Warfighter an order fulfillment time reduced by 11%. The solution reduces DLA's inventory by 15% and lowers their supply chain costs by 4%.

We teamed with DLA to administer rigorous organizational change readiness assessments before reengineering its core processes. These assessments identified where we needed to focus the majority of the preparation efforts. We identified with DLA 48 new job classifications from the organizational transformation of the first BSM release. At completion of the BSM project there will be more than 150 new

Skill Area	Extent of Experience	Skill Area	Extent of Experience
<b>Program Management</b>		<b>Systems Development Lifecycle</b>	
Business/Economic Analysis	●	Biometrics	
Business Process Reengineering	●	CMM/CMMI Process Improvement	●
Business Transformation	●	Communications/Network Eng.	◐
Performance-Based Contracting	●	Identity Management/Privacy	○
Program/Project Management & Control	●	Information Security	●
<b>Transition and Deployment</b>		Infrastructure Management	●
Border Management		QA/CM/Test and Evaluation	●
Communication and Outreach	●	Software Engineering	●
Organizational Change Management	●	Strategic Planning and Analysis	●
Stakeholder Management	●	Systems Development	●
System Administration/Help Desk	●	Systems Engineering	●
System Operations and Maintenance	●	Systems and Enterprise Architecture	●
Training	●	Systems Integration	●
Legend: Extensive ● Moderate ◐ Limited ○			

USVQ 004

**Figure 2-1. We gained extensive experience at DLA in skill areas critical in lowering the risk for US-VISIT**



job classifications created. The new positions provide DLA the capability to meet the new demands on its operation.

The extensive training materials we put together made the transition of DLA staff to their new roles a success. There was no disruption to operations during this process. We developed, piloted, and administered 34 individual training courses representing more than 400 hours of instruction covering new processes, software, jobs, and roles. We also worked extensively with Human Resources and the appropriate Unions to finalize details and minimize the impact of this change.

DLA maintains a combined quality and configuration management program and a set of program-wide processes, which are fully compliant to Capability Maturity Model Integration (CMMI) Level 3 requirements. An SCE evaluation team led by an independent, outside assessor validated that the program processes comply with CMMI Level 3. We have applied these processes on more than 50 Government contracts.

**2.3 Key or Proposed Personnel**

Eric Stange, the DLA Program Manager, is the proposed US-VISIT Program Manager. Mr. Stange started with Accenture in June 1980 and has over 20 years experience in information technology and management consulting. For more than 10 years he has served the needs of the DoD in mission critical areas.

[redacted] was responsible for the DLA process improvement work done by the Quality and Process Improvement program. [redacted] also conducted the peer reviews for DLA's Business Architecture group. [redacted] has 13 years experience with Accenture and brings 10 years of process reengineering experience and 5 years business architecture experience.

[redacted] managed the organization alignment planning effort for

the BSM project. [redacted] responsibilities included knowledge transfer, communications, development, change readiness, and usability. [redacted] managed the development of three implementation plans that specified the approaches to implement new performance measures, jobs, and organizational structures.

(b)(6)

**2.4 Critical Success Factors**

Figure 2-2 highlights our critical success factors and lessons learned from DLA. One key factor was the need for significant participation of adequately empowered Government subject matter experts early in the design process. This enabled our team to define requirements and gain consensus across the enterprise. In addition, this design practice limited scope-creep and reduced go-live issues.

On BSM Release 1 we had new DLA requirements added to the design while in system test. The only operational issues surfaced were in these newly introduced areas. We both learned from this experience and applied the lessons to our evolving partnership. In a later release, we limited last minute changes and as a result operational issues were non-existent.

The challenges faced when simultaneously changing DLA's established systems, processes, and organizational structure were key to organization acceptance and overall success. Therefore, we staffed experienced professionals in organizational change management who were able to deliver the right communications at the right time. This further promoted usability and acceptance. By addressing training and organizational change management matters early in the design process we can greatly reduce the risk for US-VISIT.

Our team overcame many challenges integrating COTS packages with Government systems. We successfully accounted for strict security requirements,

(b)(6)



<i>Lesson Learned</i>	<i>Value to US-VISIT</i>
<ul style="list-style-type: none"> <li>■ Get input on the design from the Government's subject matter experts early in the process</li> </ul>	<ul style="list-style-type: none"> <li>■ Speed deployment to US-VISIT by fully understanding requirements and delivering a higher quality product on-time</li> </ul>
<ul style="list-style-type: none"> <li>■ Face to face communication most effective in gaining trust, comfort, and buy-in of staff</li> </ul>	<ul style="list-style-type: none"> <li>■ Lowers risk by improving communication w/ informal discussion tools (workshops, Q&amp;A)</li> </ul>
<ul style="list-style-type: none"> <li>■ Staff best receives info regarding new processes directly from their supervisors</li> </ul>	<ul style="list-style-type: none"> <li>■ Expedites change by using key leadership to break down barriers</li> </ul>
<ul style="list-style-type: none"> <li>■ Suggestions from affected personnel are most likely to be embraced, implemented</li> </ul>	<ul style="list-style-type: none"> <li>■ Decreases risk by gaining staff approval by gathering and acting upon their feedback</li> </ul>
<ul style="list-style-type: none"> <li>■ Front-line supervisors need more training earlier in the process due to proximity to change and the need to support end users</li> </ul>	<ul style="list-style-type: none"> <li>■ Decreases risk by providing tools to support and train front-line supervisors – vital info reports, online-support with live experts, knowledge portal</li> </ul>
<ul style="list-style-type: none"> <li>■ Simultaneous rollout of new systems, business processes, and org structure made evident the need for more training resources</li> </ul>	<ul style="list-style-type: none"> <li>■ Decreases risk by designing executive and staff training early, with a flexible delivery method to support distributed locations</li> </ul>

USVQ-032

**Figure 2-2. The valuable lessons learned at DLA translate to lower risk and faster delivery time for US-VISIT in reaching the desired business outcomes**

high transaction volumes, wartime surge requirements, and limited documentation. In addition, our team led the coordination effort to integrate across 19 legacy groups.

### 2.5 Record on Cost, Schedule and Performance

Our team has a consistent delivery track record at DLA. All DLA BSM program activities to date have been delivered on-time and on-budget. Release 1 delivered more than 50% of the end-state capabilities in the first of five scheduled releases. For work to date we have earned 99.97% of our performance based fees.

Upon award Mr. Stange's team quickly and successfully built a team of 200 full-time members in a two-month timeframe.

*"Accenture committed highly experienced key personnel with a demonstrated history of successful delivery on DLA-scale logistics business enterprise transformation engagements."*

*RADM R. Archer, SC, USN, DLA Vice-Director at BSM inception*

We created the enterprise-wide business architecture with common processes across the entire organization in 2 months and fielded Release 1 (of 5) on

time in July 2002. Release 2 started in June of 2003 and is on-schedule. Since contract award in August 2000, we have a strong record for on-time delivery on the BSM program. Such on-time deliverables are the Release 2 blueprint design and approval, data center (supported production just 6 months after task order award), COTS application configuration, interfaces design/build/test, and design/build/test of reports, forms, queries, and extensions.

BSM made a direct impact on DLA's core business. Since Release 1 was deployed BSM System availability is 99.9%. Based upon a business simulation model comparing the old system against the new the average customer notification time of order fulfillment went down from 24 hours to 91 minutes. In this same business case the First Path Filled Rate (% of orders filled immediately vs. put on back order) improved from 45% to 70%. Order fulfillment time went down from 13.9 days to 12.5 days. Significant dollar savings were also highlighted. Inventory savings to date of \$619 Million and supply chain cost reduction to date of \$5 Million.

Release 1 supported approximately 108 complex interfaces and 800 supervisors and end-users working in newly designed



jobs and roles. This number is expected to grow to 335 complex interfaces and 6000 users by time of program completion. Figure 2-3 shows key achievements of the BSM program since Release 1 went into production on July 2002. BSM has filled 150,000 sales orders and 110,000 purchase orders in excess of \$200 Million. Over 75% of these customers and users ranked their satisfaction with our BSM solution as satisfied or very satisfied.

BSM is transforming DLA into a fast and agile organization capable of meeting its customers' needs. The declining sales trend reversed with the improved service. In 2001, DLA's gross sales totaled \$17 billion from military purchases. This year with BSM in place, DLA predicts its sales will be \$25 billion.

**2.6 History of Cooperative Behavior and Commitment to Customer Satisfaction**

During our long-term relationship with DLA we have been committed to working together. In December 2002 we received the highest overall client satisfaction rating from every key stakeholder.

We successfully managed the Integrated Product Team Organization,

which consisted of DLA staff, our employees, and over 20 subcontracting organizations. Current staff consists of 313 Accenture employees, 117 subcontractors, and 535 Government employees.

"BSM is up and running successfully and has been effective in supporting our mission since our very first day of operation. That is a tribute to the strength of the DLA team, our processes and our technology. We've come a very long way in a short period of time."

*Allan Banghart, DLA Director of Enterprise Transformation*

Key to our relationship is the constant communication between senior DLA and Accenture leadership. They discuss governance and partnership matters bi-weekly in a half-day Partners Group meeting. This contact keeps lines of communication open, reduces surprises, and improves the partnership despite changes to DLA's leadership structure.

DLA nominated us for a Vendor Excellence award for our work on BSM. DLA also highlighted our quick response in addressing its new facilities needs and our accommodation of DLA's program schedule changes.

<b>Program Achievements</b>
<ul style="list-style-type: none"> <li>■ Improved order fill rate from 49% to 70%</li> <li>■ Reduced average customer notification of purchase from 24 hours to 91 minutes</li> <li>■ Reduced order fulfillment time from 13.9 days to 12.5</li> <li>■ Reduces DHS cost and risk with a focus on business case</li> </ul>
<ul style="list-style-type: none"> <li>■ Improved accuracy of demand/supply forecasting for over 4 million unique items</li> <li>■ Reduces US-VISIT risk with experience in systems that track high-volume and varied items</li> </ul>
<ul style="list-style-type: none"> <li>■ Improved system maintainability and supportability with end-to-end monitoring</li> <li>■ Decreases US-VISIT's maintenance costs by improving support processes</li> </ul>
<ul style="list-style-type: none"> <li>■ Designed and facilitated award-winning workshop where 60 subject matter experts from different locations, disciplines, and levels defined 40 use-cases that improved cross-departmental communication</li> <li>■ Reduces risk with improved communication across all processes, organizations, and sites</li> </ul>
<ul style="list-style-type: none"> <li>■ Created a new data center and instituted application support outsourcing in 6 months</li> <li>■ Expedites deployment using outsourcing and data center management best practices</li> </ul>
<ul style="list-style-type: none"> <li>■ Reduced inventory by 15% and supply chain costs by 4% for total savings of \$624 million</li> <li>■ Lowers cost through increased savings from improved processes</li> </ul>

USVQ 005

**Figure 2-3. We partner with DLA to provide the best value logistics and contract management support to America's armed forces around the world**





### 3.0 THE EOSDIS CORE SYSTEM (ECS) FOR NASA GODDARD SPACE FLIGHT CENTER

*NASA's Earth Observing System (EOS) is the centerpiece of NASA's Earth Science Enterprise (ESE). The mission of the ESE is to understand the total Earth system and the effects of natural and human-induced changes on the global environment. From the unique vantage point of space, ESE archives and distributes information about land, atmosphere, ice oceans, and biota that is obtainable in no other way.*

The EOS Data and Information System (EOSDIS) manages data from NASA's past and current Earth science research satellites and field measurement programs, providing data archiving, distribution and information management services.

The EOSDIS Core System (ECS) provides the core capabilities and several infrastructure required for performing core functions. They include planning and scheduling, command and control, product generation, information management, data archiving and distribution, and user access to data.

#### 3.1 Description

ECS is the largest non-classified data system in the world. It supports more than 10,000 users worldwide with data from a coordinated series of polar-orbiting and low inclination satellites for long-term global observations of the land surface, biosphere, solid Earth, atmosphere and oceans.

ECS, a \$1.1B ground system, posed an unprecedented problem for NASA. ECS had to be designed and implemented to provide support to over 1,300 different product types, archive of large amounts of data by adding over 4.5 terabytes per day, manage and provide access to data holdings of over 3 petabytes and grow to 20 petabytes by 2015. The system also manages large geo-spatial databases by

*We successfully developed the world's largest non-classified data system supporting more than 10,000 users worldwide*

- ECS involved a 60-month software development effort integrating:
  - Over 1.1M lines of code and over 50 COTS software products
- Supported a national and international user community with very different backgrounds
- Developed launch-ready software (EMOS) in 8 months
- The highest earned award fee evaluation was 100% on this performance based contract with an average of 90.75% over the last 3 years
- Integrated diverse operational environments with minimal/no impact to ongoing use and product delivery

USVQ 007

adding over 500 megabytes of metadata per day and the distribution of (approximately 3 terabytes) per day.

The system had to reliably execute in a complex system context in order to operate in a coordinated fashion at four Distributed Active Archive Centers (DAAC). In addition, ECS executes complex science algorithms provided by the science community that interfaces with over 35 external systems. The system then archives and distributes data from 29 science instruments on 12 major spacecraft.

The last performance evaluation on June 19, 2003 provided the following comments from our NASA customer on ECS deployment and development:

Despite the extraordinary workload, you have met all requested delivery dates, and your team has demonstrated an outstanding ability to efficiently and effectively work together to meet new goals.

Fee Determination Official

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### 3.2 Relevance

ECS, like US-VISIT, is a geographically distributed, information technology program that supports a set of users with diverse levels of system sophistication. During our 10-year period of performance, we successfully delivered all phases of the system development life cycle. Figure 3-1 highlights our relevant skill areas demonstrated at ECS.

Our staff brings the best qualifications to reduce program execution risk at US-VISIT. In addition, they have performed system requirements analysis, derivation and allocation, system architecture and design, implementation, integration and test. ECS involved on-time system deployment and transition into operations to meet the satellite launch schedules, maintenance and system evolution over the 10-year life of the program.

Key challenges addressed and solved during ECS, and relevant to US-VISIT, include tracking and addressing the evolution of user needs adapted to a changing national and international

deployment. The program design leveraged COTS Hardware (HW) and Software (SW) advances over the life of the program, through technology insertions. This was managed through multiple, parallel developmental and operational activities using earned value, and internal coordination. We partnered with NASA and its customers to integrate and prioritize responses to critical operational issues in order to meet the needs of a broad spectrum of users.

We established DAAC maintenance Help Desk that manages critical issues and quickly identifies and resolves problems. The help desk manages the maintenance of four separate HW and SW system baselines at each DAAC while maintaining system integrity and configuration management.

ECS's complexity and significant amount of planning, preparation, testing and coordination with the geographically distributed science community, provides us with the experience and skills, processes and procedures to execute a large, complex program such as US-VISIT.

Skill Area	Extent of Experience	Skill Area	Extent of Experience
<b>Program Management</b>		<b>Systems Development Lifecycle</b>	
Business/Economic Analysis	○	Biometrics	○
Business Process Reengineering	○	CMM/CMMI Process Improvement	●
Business Transformation	○	Communications/Network Eng.	●
Performance-Based Contracting	○	Identity Management/Privacy	○
Program/Project Management & Control	●	Information Security	●
<b>Transition and Deployment</b>		Infrastructure Management	●
Border Management	○	QA/CM/Test and Evaluation	●
Communication and Outreach	●	Software Engineering	●
Organizational Change Management	●	Strategic Planning and Analysis	●
Stakeholder Management	●	Systems Development	●
System Administration/Help Desk	●	Systems Engineering	●
System Operations and Maintenance	●	Systems and Enterprise Architecture	●
Training	●	Systems Integration	●
Legend: Extensive ● Moderate ○ Limited ○			

USVQ 009

**Figure 3-1. Demonstrated ability to plan and execute projects, meeting technical, schedule, and cost objectives – ‘get it right the first time, every time’**



(b)(6)

### 3.3 Key or Proposed Personnel

[REDACTED] has over 15 years experience in high-profile system engineering assignments. [REDACTED] served as Chief Architect and System Engineering Manager for some of NASA's and FAA's most complex information systems. [REDACTED] managed system-engineering teams of 15-25.

(b)(6)

[REDACTED] was the Director of the Systems Engineering Department on ECS. As Director of the ECS Systems Engineering Department, [REDACTED] was responsible for managing system architecture definition, hardware engineering, system-transition to operations, and configuration management for the Science Data Processing System.

[REDACTED] was the Systems Engineer responsible for architecting large system interfaces to the ECS project. [REDACTED] was the primary customer interface to NASA's Earth Science Information Management Systems and Geo-spatial Interoperability Offices

One key to the successful relationship between NASA and Raytheon is highlighted in our June 03 performance evaluation:

The staff worked very closely and proactively with the science teams, participating in all interface meetings and telecons. Their positive, can-do attitude has been observed and appreciated by all participants.

(b)(6)

[REDACTED]  
*Fee Determination Official*

### 3.4 Critical Success Factors

The dynamic, complex ECS environment requires that both the contractor and the Government jointly, and cooperatively, manage each release's requirements, interfaces, priorities, and schedules to meet programmatic and technical commitments. Raytheon and NASA reformulated the delivery approach from infrequent, large, big bang releases to more frequent, incremental deliveries

every 6-9 months with high priority patches to meet critical operational needs. This change eliminated delays and increased system quality and stakeholder satisfaction.

Cost and schedule control, managed through rigorous earned value management (EVM) processes including "rolling wave" schedule and cost management keeps the program on-schedule, on-budget with no surprises. In addition, we provided initial and refresher training for the technical leads who report cost and schedule performance weekly, and proactively conduct regular assessment.

COTS integration proved to add a high level of uncertainty in cost and schedule planning. In response, the program developed in-depth and detailed COTS integration processes and worked with our COTS suppliers to forecast releases and resolve integration issues. COTS integration is considered by NASA to be a program strength because of our ability to monitor technology trends, evaluate individual COTS products, and successfully increase their smooth integration into an operational environment. Strong business relationships are required with COTS vendors at all levels. This experience is relevant to US-VISIT as demonstrated in Figure 3-2.

As evidence of NASA's evaluation of Raytheon's performance on ECS, they address our performance:

You provided excellent support for the transition of on-site operations support from the ECS contract to the new operations. You went well above and beyond your obligation to work issues between the follow-on operations contractors and current ECS personnel that were to be hired by the follow-on contractor. Your efforts helped to ensure a smooth transition in a very short period to time and successful ongoing operations.

[REDACTED]  
*Fee Determination Official*



<i>Lesson Learned</i>	<i>Value to US-VISIT</i>
<ul style="list-style-type: none"> <li>Dynamic environments with multiple missions and many external interfaces require strong program management, including EVM, to avoid cost overruns</li> </ul>	<ul style="list-style-type: none"> <li>Decreases the risk of cost overruns by developing rigorous processes for earned value management at both program management and technical management levels</li> </ul>
<ul style="list-style-type: none"> <li>Use an incremental process for requirements gathering when facing a large, diverse user community with multiple needs in a dynamic environment</li> </ul>	<ul style="list-style-type: none"> <li>Reduces risk of not meeting the unique needs of the diverse US-VISIT community</li> <li>Expedites schedule and decreases cost through the development of incremental, manageable releases</li> </ul>
<ul style="list-style-type: none"> <li>Large deployments require regular assessments to monitor cost and performance throughout the lifecycle</li> </ul>	<ul style="list-style-type: none"> <li>Eliminates cost and schedule overruns for large, and complex deployment effort with multiple releases</li> </ul>
<ul style="list-style-type: none"> <li>Plan and account for the complexity of COTS integration and include COTS specialists in planning and management</li> </ul>	<ul style="list-style-type: none"> <li>Reduces risk of schedule or cost overruns through extensive experience with large, complex COTS integrations on mission-critical programs handling large volumes of information</li> </ul>
<ul style="list-style-type: none"> <li>Closely Monitor Subcontractors and Use Integrated Team Approach When Allocating Scope and Performing Work</li> </ul>	<ul style="list-style-type: none"> <li>Reduces the risk of affecting the final program delivery schedule and keeps the integrated team focused on a common objectives</li> </ul>
<ul style="list-style-type: none"> <li>Use a multi-tiered approach to defect control to drive software development problems out as soon as possible</li> </ul>	<ul style="list-style-type: none"> <li>Reduces risk of releasing problems into the operational environment</li> <li>Reduces cost through early identification of defects, which are easier and less costly to fix</li> </ul>
<ul style="list-style-type: none"> <li>Deployment and technical leads need an initial and refresher training on cost and schedule performance</li> </ul>	<ul style="list-style-type: none"> <li>Increases technical managers understanding and commitment to overall performance</li> </ul>

USVQ 025

**Figure 3-2. The lessons learned at ECS provide us the skills and tools for a successful deployment of the US-VISIT**

### 3.5 Record on Cost, Schedule and Performance

We successfully verified and delivered all science system capabilities required by NASA on the original end-of-contract date (October 31, 2002). In many areas the system was shown to perform significantly better than the specified requirements. NASA commended us for working closely with the Earth Science Data and Information System, IV&V, and DAAC teammates to manage these activities so that they remained on schedule. In fact, the successful deliveries were completed 2 weeks ahead of schedule.

ECS significantly exceeds ingest, production, and distribution requirements. Without increasing cost, the system can sustain twice the production and

distribution rates defined in the requirements. Additional achievements and benefits are highlighted in Figure 3-3.

We received the following comments in a recent award and evaluation review letter from NASA stating the following:

You have made exceptional progress on two major upgrade efforts. More than 30,000 new lines of code and over \$5.5M of hardware upgrades were completed. Both efforts are on schedule. You have maintained the schedule despite accepting the additional risk of adding requirements late in the development cycle. In addition to "A provisional score of 100% has been assigned in accordance with the Cost Performance formula in the Performance Evaluation Plan."

Fee Determination Official

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<b>Program Achievements</b>
<ul style="list-style-type: none"> <li>■ Developed \$1.1B ground system to process, archive, and distribute Earth science data from 29 science instruments on 12 spacecraft with 16-year operational life</li> <li>■ Increases probability of success by using engineering and management processes proven on a program similar to US-VISIT in scope and scale</li> </ul>
<ul style="list-style-type: none"> <li>■ Customer recognized the successful transition by stating that the “transition was smooth” and “[Raytheon support] went above and beyond in helping customers, employees and subcontractors”</li> <li>■ Improves user acceptance and minimizes transition risk by using proven processes and lessons-learned from large complex transitions</li> </ul>
<ul style="list-style-type: none"> <li>■ Achieved an average award fee over the last 3 years has been 90.75%</li> <li>■ For the last rating cycle, we earned an Award Fee evaluation of 100%</li> <li>■ Reduces risk of not meeting performance, schedule, or cost goals by implementing strong technical and program management practices focused on meeting DHS objectives</li> </ul>
<ul style="list-style-type: none"> <li>■ System was successfully scaled in processing throughput and storage volume by an order of magnitude without breaking core architecture</li> <li>■ Minimizes scalability risks of breakage in subsequent increments by acknowledging and architecting for end-vision needs in early deployments</li> </ul>
<ul style="list-style-type: none"> <li>■ Refined processes to manage and control the system baseline while supporting upgrades of over 100-150 COTS products and multiple operating systems</li> <li>■ Reduces risks by using proven processes for COTS-centric systems</li> <li>■ Minimizes costs associated with incorporating updated versions of COTS into overall solution</li> </ul>
<ul style="list-style-type: none"> <li>■ Demonstrates design flexibility and allows extendable infrastructure by delivering major new functions in later program phases not envisioned in initial program definition</li> <li>■ Design for flexibility allows US-VISIT to successfully realize incremental deployment and retire legacy DHS systems throughout incremental deployment</li> </ul>

USVQ-026

**Figure 3-3. Our achievements on ECS provides evidence of our ability to successfully meet the mission and technical objectives of US-VISIT**

### 3.6 History of Cooperative Behavior and Commitment to Customer

Our commitment to customer satisfaction throughout the performance period has been highlighted in June 19, 2003 evaluation from NASA, we received the following comments.

You have demonstrated exceptional initiative in solving the many problems encountered and have been very successful in keeping system activities on schedule. As a result of the vision and technical creativity of the design team, your staff has developed an approach that could greatly improve the accessibility of Earth science data in the future while providing critically needed backup and recovery capabilities, should this prototype lead to an operational system.

(b)(6)

*Fee Determination Official*

The original price was \$766M. In December 1999, the ECS contract was re-baselined and renegotiated with a new price of \$928M. NASA acknowledged scope changes, and Raytheon accepted the responsibility for three additional engineering change proposals that have brought the current contract value to \$1.134B. Since the contract re-baselined in 1999, Raytheon has performed within a 2% cost variance of \$5.8M.

The ECS Award Fee is calculated on a 75% Technical and 25% Cost basis. The average award fee over the last 3 years has been 90.75%. For the last rating cycle, Raytheon earned an Award Fee evaluation of 100% on this performance-based contract. We achieve business outcomes by being innovative and managing risk, in order to provide our customer with a successful mission-critical deployment.



#### 4.0 UNITED STATES POSTAL SERVICE

*The USPS selected Accenture to be the Preferred Portfolio Partner for four of its seven business areas. This relationship has provided the USPS with a long-term partner on strategic and mission-critical programs successfully deployed nationwide.*

##### 4.1 Description

Since 1994, Accenture has collaborated with the USPS to develop and deliver business solutions to meet their daily challenges. In 1998, we were awarded USPS's Preferred Portfolio Partner in four business areas including Mail Operations.

One of the most significant programs delivered under the PPP Mail Operations Ordering Agreement is the Delivery Operations Information System (DOIS). DOIS is an integrated business solution that supports the management of city carrier operations. Fully deployed, this capability has projected annual cost savings of more than \$148 million.

One year after the project was approved, DOIS successfully piloted in 300 sites with over 1,200 users trained. Even in the pilot phase, results demonstrated that DOIS offers the capability to decrease costs while increasing consistency and timeliness of delivery. The success of the pilot implementation and the lessons learned during the pilot were incorporated into the DOIS solution and led to the approval of the national deployment based on a solid, proven business case.

After the pilot, we deployed and enhanced DOIS over a 2½ year period including five major releases. The system services approximately 170,000 mail carrier routes within the USPS national delivery network. The solution provides the tools that support consistent mail delivery to households through better

***Our 10-year relationship including our 5-year Preferred Portfolio Provider program delivers extensive customer knowledge and continuity across mission-critical programs***

- \$130 million DOIS program deployed a 170,000 route carrier system
- Deployed to 20,000 users across 8,600 sites in 79 districts within 17 month period
- \$148 million projected annual cost savings by minimizing overtime and maximizing productivity
- Delivered 5 major releases of DOIS over a 2½ year period, on schedule and within budget
- Deliver outstanding operations, maintenance and help desk support maximizing total lifecycle cost and customer satisfaction

USVQ 011

allocation of resources, improved productivity of workers through a more balanced distribution of work, and more effective route inspections.

The national deployment project delivered DOIS to 20,000 users in 8,600 sites nationwide. The goal of deployment was to enhance key capabilities over multiple releases throughout phases of the national deployment. Our team created a collaborative Change Management Board to review proposed changes, confirm risks/costs/benefits, and provide direction on future enhancements and technical changes.

National deployment included a Human Performance Support Approach that prepared USPS workers for the organizational and process changes implemented with DOIS. Deployment provided the tools, processes, communications and training resources necessary to execute a successful deployment. The types of support included were classroom training, implementation support, computer-based training, on-line help, a quick reference guide and a national deployment help desk.



Due to the large size of the training rollout, we trained multiple USPS individuals with the ability, knowledge, skills and materials to train DOIS users. The collaborative approach proved to be a success and deployment completed six months ahead of schedule.

Our team continues to provide support for further enhancement and technical maintenance. The team draws on their extensive knowledge of the system functionality and delivery operations to identify and diagnose issues. The maintenance releases continue to meet the needs of the customer and adhere to the evolving technology at USPS (Figure 4-1).

**4.2 Relevance**

Many aspects of the DOIS project are relevant to US-VISIT, as referenced in Figure 4-1. We leveraged these areas to improve speed of delivery, minimize risk and reduce cost for US-VISIT.

We provided a core management team that focused on the program’s needs and objectives. The DOIS program in

particular re-engineered and transformed the labor management processes to achieve operational efficiency.

In addition, the national deployment of DOIS focused on managing stakeholder expectations by meeting communication needs. The national deployment experience implemented completely new processes and spanned the nation, which required change management and training in order to achieve acceptance of the system.

Our team planned, designed and developed the enterprise architecture and integrated it by using standard methods. These methods improved quality throughout the phases of development. The DOIS project was assessed as CMMI Level 3 and is working towards Level 4.

**4.3 Key or Proposed Personnel**

[REDACTED] is currently the Accenture Delivery lead for the Marketing portfolio at the USPS and was the Program Director for DOIS. For DOIS, [REDACTED] was responsible for all areas of the program including national deployment planning

Skill Area	Extent of Experience	Skill Area	Extent of Experience
<b>Program Management</b>		<b>Systems Development Lifecycle</b>	
Business/Economic Analysis	●	Biometrics	
Business Process Reengineering	●	CMM/CMMI Process Improvement	●
Business Transformation	●	Communications/Network Eng.	○
Performance-Based Contracting	●	Identity Management/Privacy	◐
Program/Project Management & Control	●	Information Security	◐
<b>Transition and Deployment</b>		Infrastructure Management	●
Border Management		QA/CM/Test and Evaluation	●
Communication and Outreach	●	Software Engineering	●
Organizational Change Management	◐	Strategic Planning and Analysis	●
Stakeholder Management	●	Systems Development	●
System Administration/Help Desk	●	Systems Engineering	●
System Operations and Maintenance	●	Systems and Enterprise Architecture	●
Training	●	Systems Integration	●
Legend: Extensive ● Moderate ◐ Limited ○			

USVQ 001

**Figure 4-1. Our execution at USPS PPP demonstrates our extensive experience in the skill areas required for successful delivery of US-VISIT with low risk**



(b)(6)

and execution, development and testing, and solution support. She was also responsible for the contractual and financial management of the program as well as the key CMMI areas of configuration, subcontractor, and requirements management.

(b)(6)

(b)(6) is the Delivery Partner for Accenture's USPS Business Operations Portfolio. (b)(6) has spent over 6 years working on a variety of initiatives at the USPS. (b)(6) is responsible for the consistency, quality and profitability of delivery activities for programs pertaining to USPS's Finance, HR, Technology and Retail functions. Most notably, (b)(6) managed the development of several critical components of the DOIS initiative, including the planning and execution of early phases of national deployment.

(b)(6)

(b)(6) was responsible for establishing an eCommerce Program Office and master plan at USPS. Mike was also responsible for the redesign, re-architecture and implementation of a new B2C and B2B portal web site as part of the overall eCommerce program umbrella. The completely redesigned site was

implemented in under five months.

(b)(6) was the Program Manager for the Program Management Office for all eCommerce development at the USPS. In addition, (b)(6) was the Project Manager in the planning phase of the CM-IOM pilot and later managed the design and analysis effort.

(b)(6) experience in change management and organizational design supports the development of the DOIS National Deployment Program Plan.

(b)(6) managed all of Accenture's eCommerce initiatives at USPS. (b)(6) oversaw several projects, including USPS.com, Postal Store and eCapabilities.

#### 4.4 Critical Success Factors

Throughout the development lifecycle, several key areas helped USPS achieve its project objectives to more efficiently manage labor in the Mail Operations portfolio. Specifically, our lessons learned (see Figure 4-2) from our national deployment experiences prepare us for the challenges of and offer value to US-VISIT.

We identified our lessons learned in the pilot phase and incorporated them into the national deployment and later major

<i>Lesson Learned</i>	<i>Value to US-VISIT</i>
<ul style="list-style-type: none"> <li>Develop a partnership that extends more to the senior level and that achieves more integration across business stovepipes</li> </ul>	<ul style="list-style-type: none"> <li>Reduces risk of communication gaps by creating a Senior Advisory Board and assigning Stakeholder Liaisons</li> </ul>
<ul style="list-style-type: none"> <li>National deployments require standardized processes and must involve field personnel</li> </ul>	<ul style="list-style-type: none"> <li>Improves time to delivery and operational acceptance by involving end-users early</li> <li>Reduced cost due to self-sustained field personnel trained through train-the-trainer</li> </ul>
<ul style="list-style-type: none"> <li>Large complex projects require a high level of coordination with dependent and interrelated projects</li> </ul>	<ul style="list-style-type: none"> <li>Minimizes risk due to enhanced communication channels and defined responsibilities</li> </ul>
<ul style="list-style-type: none"> <li>Deployment teams need to have a good understanding of field processes prior to completing the deployment plans</li> </ul>	<ul style="list-style-type: none"> <li>Reduces time to delivery with in-depth knowledge acquired in early phases</li> </ul>
<ul style="list-style-type: none"> <li>During deployment, centralized communication is critical to success</li> </ul>	<ul style="list-style-type: none"> <li>Reduces risk by communicating status and resolving issues real-time with a centralized deployment command center</li> </ul>

USVQ 033

**Figure 4-2. The lessons learned at USPS enable our team to successfully deploy US-VISIT nationwide reducing delivery time while minimizing risk**





releases. This reduced risk dramatically in national deployment

The DOIS National Deployment Plan used an area-by-area phased approach. The Deployment Roadmap provided a graphical depiction of these phases, including the major activities during each phase and the personnel involved in the activities. In order to successfully execute the tasks in these phases, our team developed a comprehensive set of deployment procedures and tools to facilitate deployment activities. These procedures and tools were encapsulated into a standard DOIS Deployment Toolkit.

Our team developed these standard processes while also taking into account the unique needs of each deployment area. This helped to meet user's needs and achieve early successes at each of the deployment locations. The deployment teams spent time in the planning phase to gain an understanding of the field processes.

In addition, during deployment an active DOIS Program Management Office (PMO) and a National Deployment Support Desk were in place to support the rollout of training in a central location. The

DOIS PMO had overall deployment oversight and was able to collect and review training progress and give feedback to the field quickly.

Program integration support was another critical success factor. Program Managers accounted for and understood the high level of coordination with dependent and interrelated projects. Several large projects were developed in parallel with DOIS. Therefore, the program managers planned for key dependencies and were proactive in communicating with other projects. They coordinated and communicated between DOIS and other USPS initiatives that integrated with our solution.

All of these factors enabled our team to achieve a successful national deployment that met the needs of all stakeholders.

**4.5 Record on Cost, Schedule and Performance**

Our team has been consistently successful on large system integration projects at the USPS during our 5-year partnering relationship (see Figure 4-3).

One of our most significant deliveries was the DOIS national deployment, which

<b>Program Achievements</b>
<ul style="list-style-type: none"> <li>■ DOIS was successfully piloted in 300 sites with 1,200 users trained just one year after contract award</li> <li>■ Decreases time required for project mobilization</li> <li>■ Reduces risk through partnership approach</li> </ul>
<ul style="list-style-type: none"> <li>■ Completed nationwide deployment of DOIS 6 months ahead of schedule to 20,000 users across 8,600 sites</li> <li>■ Reduces risk of deployment schedule overruns by leveraging experience on a similar large, national deployment</li> </ul>
<ul style="list-style-type: none"> <li>■ DOIS significantly decreases costs by managing workload allocation, resulting in projected \$148 million cost savings a year</li> <li>■ Reduce costs by achieving efficiencies in workload processes and by delivering improved business capabilities</li> </ul>
<ul style="list-style-type: none"> <li>■ Deployed five major releases of DOIS over a 2½ period leveraging subcontractor expertise</li> <li>■ Reduces schedule overruns by using a master plan including all major releases</li> </ul>
<ul style="list-style-type: none"> <li>■ Identify and diagnose maintenance issues by using our extensive USPS knowledge to improve customer satisfaction</li> <li>■ Improve customer satisfaction by drawing on delivery experiences that continuously enhance the system</li> </ul>

USVQ 013

**Figure 4-3. Our experience with large-scale deployments and complex systems integration demonstrates our ability to deliver solutions on-time and on-budget**



successfully deployed to approximately 20,000 users, at more than 8,600 sites, and completed 6 months ahead of schedule while remaining under budget. We delivered the DOIS pilot just one year after project approval. The pilot deployed to 300 sites and trained over 1,200 users.

The operations and maintenance of DOIS is operating within the approved budget and with a high degree of client and user satisfaction. Our team continues to support and maintain the system that is well integrated, operationally complete, and technically current. We accomplish this by identifying and diagnosing issues and working with USPS Program Managers to prioritize changes and define scope of releases. In addition, we perform formal customer acceptance tests prior to maintenance releases to maintain customer satisfaction and acceptance.

Part of the overall operations includes Tier 2 help desk support for DOIS-related issues. Our team is able to resolve issues and close tickets when the USPS Tier 1 Help Desk is unable to do so.

Our record on cost, schedule and performance has been exceptional. Our team continues to deliver on time, within budget and with a high degree of success.

#### **4.6 History of Cooperative Behavior and Commitment to Customer Satisfaction**

Since our Preferred Portfolio Partner award, and our long-standing 10-year relationship, our team has been committed to achieving tangible benefits that meet the goals of the USPS. Specifically within the Mail Operations portfolio, we have succeeded in fostering a collaborative working relationship with USPS leaders. We have a track record of working closely with the client and keeping communication lines open so that issues are identified and resolved. This is proven by our outstanding results in our most recent client

satisfaction survey conducted in November 2003. We received five out of five in all four categories, Delivery, Relationship, Value and Loyalty.

Within the Mail Operation portfolio, our team has successfully delivered two other large system integration projects: Surface Air Management System (SAMS) and Surface Air Support System (SASS). SAMS assigns an estimated 2.5 billion pounds of mail to 28 domestic air system contractors and 27 regional contractors nationwide. SAMS is a stable, supportable application that is easy to use and has improved data collection capabilities for all mail assigned to air or surface routes.

SASS was a successful collaboration with FedEx to achieve costs savings and improve Express and Priority mail delivery. Our team was selected for this project because of our proven track record in the successful and timely national deployment of SAMS.

Our commitment to customer satisfaction is further demonstrated by a Research and Development fund that our team manages in which we re-invest funds to incubate new projects and ideas. The fund is based on a sliding scale of annual sales. It provides 1% for the first \$15 million, 2% for the next \$15 million, and 3% beyond that for any given year. The fund has been used in \$200,000 increments for small studies and pilots such as SASS and the Labor Scheduler programs. As a result of successfully identifying the benefits of these projects they were both approved to proceed.

Our continued commitment to meeting the needs of the customer has provided the USPS with a long-term partner on strategic and mission-critical programs that have been successfully deployed to a nationwide audience.



## 5.0 STANDARD TERMINAL AUTOMATION REPLACEMENT SYSTEM (STARS)

*In 1996 the Federal Aviation Administration (FAA) awarded Raytheon the \$1.2B STARS contract. We developed a new Commercial Off The Shelf/Non-Developmental Items (COTS/NDI) - based mission-critical air traffic control automation system. We deployed STARS to 331 FAA and DoD terminal radar approach control facilities worldwide over twelve years. STARS is a highly reliable, open architecture air traffic automation system that provides new displays, new computer processing equipment, six level display of weather, and multi-radar tracking capability.*

We have helped the FAA to manage and overcome the challenges associated with this program. STARS is one of FAA's largest and most ambitious acquisition programs. It included extensive stakeholder requested requirements changes, deployment schedule changes, and widely varying installation site conditions, while under intense media scrutiny and demanding political expectations.

### 5.1 Description

Raytheon integrated two of our legacy NDI automation systems AutoTrac and TracView, with ATCoach in the development and integration of the STARS program. ATCoach is an industry-leading simulation and training application. This distributed network-based system is built on the latest COTS hardware platform. A fully redundant backup system running in parallel provides an instantaneous back-up to air traffic controllers. The open architecture and Pre-Planned Product Improvements (P3I) enable expansion and upgrades. A typical operational site system includes 40-60 Sun workstations.

**We successfully installed 84 STARS mission-critical ATC systems nationwide for both FAA and DoD**

- All 84 systems have been delivered on or ahead of schedule, under budget, and without disrupting ATC operations
- Deployed sites by pre-planning and scheduling large-scale COTS/CAS material procurement and control; extensive site surveys and site designs; site integration and test
- Procured \$30 million COTS components each year to support new system deployments and upgrades

USVA 008

Raytheon Technical Services Company, LLC (RTSC) deployed the NCS-designed system to both FAA and DoD sites, and has safely delivered 84 systems to date, on or ahead of schedule, under budget, and with zero tolerance for disrupting air traffic control operations. These systems provide a critical all weather landing capability for commercial air carriers, DoD aircraft, and general aviation aircraft.

Deploying these mission-critical ATC systems requires extensive planning and scheduling, in addition to material procurement and control. A site surveys and installation designs, pre-assembly and staging of systems prior to site delivery, site installation, integration, and testing, site-specific software adaptation, training, and pre-operational maintenance support. All of these tasks are performed concurrently at multiple sites, supporting system delivery rates as many as four per month without any negative impact to ATC operations.

The FAA commissioned STARS at Philadelphia International Airport on April 2003. Now fully operational, STARS replaces older-generation technology with an advanced air traffic system with the capability to meet capacity needs for years to come. In a June 2003 Press Release, the following comments were addressed by the FAA Administrator:



STARS represents an important milestone in the FAA's ongoing plans to modernize the nation's air traffic control system. Benefits from the new system include synchronizing data from up to 16 different radars, capturing accurate local weather, and tracking over 1,000 aircraft at a time within 60-mile radius. By integrating this data, STARS gives controllers a picture of the sky that is as accurate and detailed as technologically possible.

A significant part of our nation's future airspace system has arrived. STARS and other technology are critical tools to charting a new century of safer, and more efficient flight.

*Marion C. Blakey, FAA Administrator*

## 5.2 Relevance

Our experiences at STARS well-prepare us for the challenges of US-VISIT. The complexity of the STARS Architecture requires integration of a significant number of Collision Avoidance System (CAS) products with NDI software. In addition, we use our Raytheon-developed Database

Management System to manage thousands of adaptation parameters at each site. In Figure 5-1, we address the relevant skill areas we developed during the deployment of STARS.

Through our logistics capabilities and working with our subcontractor teammates, we moved in excess of \$30M worth of equipment around the country annually, getting it where it needs to be on-time and under budget.

Our highly qualified deployment personnel, most with DoD and/or FAA security clearances, are trained in hardware installation, network configuration, system administration and software installation.

Our baseline deployment processes and procedures, at both domestic and OCONUS locations, are ready to be tailored for the US-VISIT Program. We have demonstrated experience in large complex programs, where mission-critical systems required high availability and zero fault tolerance. We have consistently delivered successful system integration

Skill Area	Extent of Experience	Skill Area	Extent of Experience
<b>Program Management</b>		<b>Systems Development Lifecycle</b>	
Business/Economic Analysis	●	Biometrics	●
Business Process Reengineering	●	CMM/CMMI Process Improvement	●
Business Transformation	●	Communications/Network Eng.	●
Performance-Based Contracting	●	Identity Management/Privacy	●
Program/Project Management & Control	●	Information Security	●
<b>Transition and Deployment</b>		Infrastructure Management	●
Border Management	●	QA/CM/Test and Evaluation	●
Communication and Outreach	●	Software Engineering	●
Organizational Change Management	●	Strategic Planning and Analysis	●
Stakeholder Management	●	Systems Development	●
System Administration/Help Desk	●	Systems Engineering	●
System Operations and Maintenance	●	Systems and Enterprise Architecture	●
Training	●	Systems Integration	●
Legend: Extensive ● Moderate ● Limited ○			

USVQ 010

**Figure 5-1. Sufficient in-place personnel and facility resources to meet demanding and fluctuating workloads**



projects for our FAA and DoD customers that include extremely complex hardware and software integration and deployment.

### 5.3 Key or proposed Personnel

██████████ supported early STARS deployments through provision of qualified personnel and other deployment resources. ██████ is currently a Security Equipment Integration Project Manager with over 21 years of general engineering related management experience in projects related to construction, installation, integration, and testing of complex electronic equipment. ██████ demonstrated the ability to manage a diverse group of functional activities in dispersed geographic locations and, closely interacted with customer personnel. ██████ brings this complex systems integration and mission-critical deployment experience, to US-VISIT.

### 5.4 Critical Success Factors

Our extensive, mission-critical, STARS deployment experience highlighted the importance of extensive pre-deployment preparation. To prepare for the STARS deployment, we developed detailed installation procedures used to install five test bed systems at W. J. Hughes, FAA Technical Center.

By streamlining site survey procedures and linking survey checklists with engineering requirements, we created a repeatable, quality, and efficient deployment capability. Early STARS installation activities at key sites convinced us of the value of pre-assembling and configuring each STARS system prior to delivery to the sites. This resulted in a seamless deployment act at these mission-critical air traffic control locations. Additional lessons are highlighted in Figure 5-2.

Through efficient management of vendors and our material inventory we have met aggressive schedules requested for the installation of additional systems for Airways Facilities (AF) training at the

FAA Academy. We recently completed the installation of two AF training systems in only one month beating the five-month installation schedule nominally allowed by the STARS contract, and doing so with a significant margin.

We have used an Integrated Product Development System (IPDS) tailored to benefit from our experience and continued to improve our overall deployment process. Our deployment experience from STARS allows us to deliver a low-risk deployment and expedited delivery schedule, while improving financial and schedule management to US-VISIT.

### 5.5 Record on Cost, Schedule and Performance

Raytheon has installed 84 systems to date, on or ahead of schedule and under budget, enabled by our program management practices and mature Earned Value Management System tools. STARS is now controlling air traffic at major airports across the country including Philadelphia and Miami.

The STARS Program clearly demonstrates our ability to deliver mission-critical capabilities on-time and on-budget with aggressive schedules and complex requirements in a dynamic environment. We have successfully supported multiple site surveys and installation activities concurrently at diverse locations across the country.

We have provided extensive training to end-users and, using our Advanced Integrated Maintenance Support System, we are successfully supporting the development of integrated electronic technical manuals linked with the maintenance training plans.

### 5.6 History of Cooperative Behavior and Commitment to Customer Satisfaction

Over the last seven years, Raytheon has cooperated closely with the FAA in order to successfully deploy STARS. We



<i>Lesson Learned</i>	<i>Value to US-VISIT</i>
<ul style="list-style-type: none"> <li>■ Maintained an effective working relationship with the FAA and Raytheon product development teams throughout the program's three-year pre-production phase</li> </ul>	<ul style="list-style-type: none"> <li>■ Close partnerships both within the contractor team and with the INS and stakeholders ensures successful deployment of fully functional US-VISIT systems</li> </ul>
<ul style="list-style-type: none"> <li>■ Cultivate strong working relationships with suppliers, to promote the ability to request expedited deliveries</li> </ul>	<ul style="list-style-type: none"> <li>■ Decreases risk of schedule overruns by improving the ability to procure equipment quickly</li> </ul>
<ul style="list-style-type: none"> <li>■ Develop and refine installation procedures while installing five test bed systems at the W.J Hughes Technical Center</li> </ul>	<ul style="list-style-type: none"> <li>■ Cultivating excellent working relationships with our suppliers allows us to frequently call upon them to expedite deliveries in order to meet "pop-up" requirements</li> </ul>
<ul style="list-style-type: none"> <li>■ Pre-assemble and configure systems as much as possible prior to site delivery</li> </ul>	<ul style="list-style-type: none"> <li>■ Reduces schedule risk and streamlines processes to reduce the installation schedule</li> </ul>
<ul style="list-style-type: none"> <li>■ Include removal and reinstallation tasks in overall deployment plan</li> </ul>	<ul style="list-style-type: none"> <li>■ Decreases risk of schedule or cost overruns by developing detailed plans including all dependent activities</li> </ul>
<ul style="list-style-type: none"> <li>■ Develop efficient management practices for vendors and material inventory to meet aggressive schedules required for installation of additional systems for AF training at the FFA Academy</li> </ul>	<ul style="list-style-type: none"> <li>■ Strict management practices provide high quality solutions on schedule and on budget</li> </ul>
<ul style="list-style-type: none"> <li>■ Accurately capturing site-specific information early in the process before site design starts results in cost avoidance</li> </ul>	<ul style="list-style-type: none"> <li>■ Early end user familiarization results in lower risk of rework</li> </ul>
<ul style="list-style-type: none"> <li>■ Strict adherence to financial and schedule management through EVMS. The FAA's earned value management system consultants have frequently praised our straightforward variance explanations and</li> </ul>	<ul style="list-style-type: none"> <li>■ Allow an on-time and on-budget performance of US-VISIT transition</li> <li>■ Offers ability to develop practical, implementable corrective action plans</li> </ul>
<ul style="list-style-type: none"> <li>■ Involve stakeholders throughout the life of the program through forums to discuss status and to obtain feedback</li> </ul>	<ul style="list-style-type: none"> <li>■ Decreases risk through promotion of stakeholder buy-in</li> <li>■ Decreases risk by using stakeholder input to guide program deliverables</li> </ul>

USVQ 042

**Figure 5-2. We have learned valuable lessons on STARS that add value to US-VISIT**

participated in high-level program planning, including FAA Waterfall Schedule conferences, where we worked together proactively to optimize the national deployment schedule. Our Deployment Lead was recognized in a letter of commendation by the FAA for the assistance he provided to the STARS deployment when FAA program office personnel traveled to every FAA Region to brief key stakeholders on deployment plans and schedules, in Figure 5-3 lists additional achievements. As part of our November 2003 STARS Deployment

performance evaluation, we received the following comments:

Can professionally collaborate on contract and technical issues to reach a win-win negotiated position for both Contractor and Government, this is the part that makes the rest easy!

We have built an exceptional, professional rapport between us where problems get solved expeditiously and with quality results.

ATB 233 (STARS Deployment)



<b>Program Achievements</b>
<ul style="list-style-type: none"> <li>■ Installed 84 systems successfully to date, all on or ahead of schedule</li> <li>■ Reduces deployment risks by leveraging best practices in managing simultaneous deployment efforts</li> </ul>
<ul style="list-style-type: none"> <li>■ Met an aggressive deployment schedule levied by the FAA</li> <li>■ Reduces risk through extensive experience with large, complex deployments with tight deadlines</li> </ul>
<ul style="list-style-type: none"> <li>■ Completed over 60 STARS site surveys to date for domestic and OCONUS sites for equipment locations and unique site requirements</li> <li>■ Reduces the risk of difficult and lengthy deployment through identification of unique conditions at each site</li> </ul>
<ul style="list-style-type: none"> <li>■ Employed process improvement initiatives with FAA, to improve quality and efficiency of the program at all stages of deployment</li> <li>■ Minimizes deployment cost and schedule risks through quality program management with customer involvement</li> </ul>
<ul style="list-style-type: none"> <li>■ Developed a safe and non-intrusive approach to installing and integrating the new STARS system</li> <li>■ Provides a seamless transition that reduces down-time for end users</li> </ul>
<ul style="list-style-type: none"> <li>■ Developed cost-effective plans to quickly disassemble, modify, and re-install STARS systems at key sites</li> <li>■ Decreases risks associated with replacement, refurbishment, or enhancement of existing systems and equipment</li> </ul>

USVQ-027

**Figure 5-3. Our team is highly experienced with access control systems, intrusion detection and tracking technologies to minimize costs and decrease risk**

We have obtained our goal of reaching Initial Operational Capability with STARS on November 17, 2002. Our accomplishment was highlighted in a Letter of Appreciation dated November 25, 2002 stating:

This remarkable accomplishment would not have been met without the dedicated hard work and commitment of the Raytheon STARS Deployment Team. The many hours of time and attention this team provided in detailed thoroughness has yielded an advanced technological system for the control of air traffic. This was a grueling congressionally mandated milestone, which could not have been realized without the confident and professional contributions of your team. The manner in which your team integrated its talents into the network of FAA and non-governmental concerns on site, points to the quality of its leadership.

Philadelphia ATCT FAA

Raytheon and the FAA have continually collaborated with all stakeholders to develop

and refine deployment methods. In the area of change management, our program management team has worked closely with the FAA to successfully accelerate the installation schedules for a number of STARS sites with no cost impact to the program.

We have established excellent working relationships at all levels of the FAA and DoD customer organization, inclusive of key labor unions like the National Air Traffic Controllers Association. We scored 38 points out of a possible 40 on our last performance evaluation from the FAA on STARS.

The deployment processes that we have refined on STARS, have enabled us to cost-effectively tailor our standard designs and procedures at the site level to meet both stakeholder expectations, cost objectives, share system installation integration best practices, and roll lessons learned forward for the benefit of US-VISIT.



## 6.0 NEW ZEALAND CUSTOMS SERVICE

*The New Zealand Customs Service Custom Modernization (CusMod) program was the first successful integration of customs and immigration functions in one agency's integrated system. CusMod provided a seamless delivery of these services at the border enhancing the delivery of border management services to passengers and commercial traders alike.*

### 6.1 Description

The NZ Customs Service, which also provides the immigration functions at the border, is New Zealand's first line of security against illegitimate commerce and travelers. Customs must protect \$4.4 billion US in Crown and Agency Revenue by stopping revenue evasion. A significant part of New Zealand's income is revenue collected each year by Customs through customs duties, excise duties, and Goods and Services Tax (GST).

New Zealand businesses faced a deregulated economy, decreasing tariff protection and increasing competition, both domestically and internationally. As a result, they were under increasing pressure to work more efficiently and effectively in order to survive and prosper.

CusMod was commissioned to promote Commerce by making it easy to trade with New Zealand and to enhance security at the borders in a time of increasing threat of sophisticated criminal activity. The strategic goals were as follows:

- Border Management – to ensure safe and secure borders with minimum intervention to legitimate trade and traffic
- Industry – to assist industry to exploit new and existing opportunities in local and international markets
- Taxation – to preserve the tax base and encourage compliance

At peak, the program required 50

**Accenture partnered with New Zealand customs to achieve their vision of becoming a world leader in customs administration**

- 2 year, performance based, US \$14 million program reengineering Customs and Immigration
- Mission critical system handling 99% of all import entries
- Reduced import and export processing from 2 days to minutes
- Saved more than US \$37 million IT expenditures and other costs over 7 years
- Improved work processes and IT systems to empower staff to work more effectively

USVQ 100

Accenture resources and 50 New Zealand Customs Staff.

CusMod improved work processes and the IT systems that are empowering over 800 staff to work more effectively. The CusMod solution increased capacity with flat funding, improved security, and improved commerce efficiency.

The system improved the relationship between Customs staff and agents, customhouse brokers, and the business community that had been strained due to the continued reliance by Customs on paper based entries for all transactions. Today, Customs new capabilities and CusMod handle 99% of all import actions.

The system was deployed to 15 locations in New Zealand that are open to the public. Staff and Customs officers based in Hamilton, NZ, Palmerston North, NZ, Queenstown, NZ, Timaru, NZ, Brussels, BE, Bangkok, TH and Sydney, AU utilize the system.

### 6.2 Relevance

CusMod was the first successful integration of customs and immigration functions in one agency's integrated system. Figure 6-1 shows our ability to go beyond simple systems integration to the more difficult business transformations that initiate process improvements in parallel with technical capabilities.





Skill Area	Extent of Experience	Skill Area	Extent of Experience
<b>Program Management</b>		<b>Systems Development Lifecycle</b>	
Business/Economic Analysis	●	Biometrics	
Business Process Reengineering	●	CMM/CMMI Process Improvement	
Business Transformation	●	Communications/Network Eng.	○
Performance-Based Contracting	●	Identity Management/Privacy	●
Program/Project Management & Control	●	Information Security	●
<b>Transition and Deployment</b>		Infrastructure Management	
Border Management	●	QA/CM/Test and Evaluation	●
Communication and Outreach	●	Software Engineering	●
Organizational Change Management	●	Strategic Planning and Analysis	●
Stakeholder Management	●	Systems Development	●
System Administration/Help Desk	○	Systems Engineering	●
System Operations and Maintenance	○	Systems and Enterprise Architecture	●
Training	●	Systems Integration	●
Legend:	Extensive ●	Moderate ●	Limited ○

USVQ 047

**Figure 6-1. The New Zealand Customs Service project demonstrates our extensive experience in the skill areas required for successful delivery of US-VISIT**

An intelligence driven organization was achieved by addressing the capability of its people and changing processes and by introducing new technologies. This placed the intelligence capability of the organization at the center of its operations, driving cargo and passenger interventions.

Customs started by assessing competencies, tools and skills required of the people in the customs organization that base day to day operations on sound analytical output. Greater concentration of knowledge and capability was needed within the Intelligence work cells.

An extensive transition process that addressed the identified capability gaps was undertaken. We trained existing and new personnel in all new areas, giving them the knowledge and expertise they needed to perform their roles well.

The people that now operate in these specialized intelligence cells are operating at a level of strategic and operational analysis and function significantly beyond what existed before. Their output, similar to US-VISIT, determines the core daily

business operations for Customs, what cargo to inspect, what audits to conduct, and what passengers to search.

The Customs Modernization program demonstrates not only our ability to successfully deliver complex business transformations but also to share in the program's risk by using 100% performance based contracting. Our timely delivery helped us receive 100% of the performance based payments.

The program has also delivered significant cost savings. For an initial investment of \$14 million US, over seven years \$37 million US financial benefits have been achieved.

Cost savings are made up of IT and reduced staff costs totaling \$15 million US. The new systems and processes allow operation with fewer staff even when work volumes increase.

The automation of export entries reduced the number of staff required by Statistics NZ to capture the statistical information. Savings to the government total \$2 million US.



The new processes and systems resulted in greater assurance of revenue collections. The value of protecting the Crown Revenue has been assessed as a percentage of total revenue collected. It is conservatively estimated at .01% of \$4.4 billion US, or \$4.4 million US, or a 31.4 % ROI.

The cost avoidance benefits total \$7 million US. Improved targeting with better intelligence is expected to collect another \$13 million US in additional revenue.

**6.3 Key or Proposed Personnel**

[REDACTED] was the Program Manager on the New Zealand Customs Modernization program. [REDACTED] is an expert in facilitating commerce and integrating customs and immigration missions into a common border focus. In addition, [REDACTED] collaborated with the Customs team to deliver on challenging dates.

**6.4 Critical Success Factors**

We established an agile, flexible framework to manage, monitor, and coordinate the program to respond quickly to change in direction, budgets, and requirements. Metrics were established to

calculate the impact of changes. A management approval structure with clearly defined delegations and lines of authority was developed. Figure 6-2 shows this lesson learned reduces risk by allowing quick adoption of changing threat conditions.

Early on, many of the interested parties and committees were combined into one group. This group represented the needs of the majority of stakeholders. Their goal was to maintain the customer view across all changes and that requirements are well understood and acted on. Adoption of the system was therefore well supported. The users were also more familiar with the system when it was time to use it.

An incremental release approach can help US-VISIT minimize disruptions to the delivery of service. An overall integrated solution is created when the business and data model are progressively augmented for the first release and then further augmented for subsequent releases. Progressively releasing the system builds sponsorship and confidence, which eases the impact of change internally.

<i>Lesson Learned</i>	<i>Value to US-VISIT</i>
<ul style="list-style-type: none"> <li>Construct a flexible integrated design architecture for all aspects (people, process and technology) of how the program will work in the future as it evolves</li> </ul>	<ul style="list-style-type: none"> <li>Flexibility reduces risk by allowing quick adoption of changing threat conditions</li> <li>Flexible platform reduces cost by avoiding re-work</li> </ul>
<ul style="list-style-type: none"> <li>Promoting early, the use of technology and level of automation to provide services to the trade industry was crucial to meeting the quality and time performance standards Customs was seeking with modernization</li> </ul>	<ul style="list-style-type: none"> <li>Address technology, familiarity, and buy-in with all constituencies to new capability deployment</li> <li>Reduce impact at the client during conversion to new system, support adoption</li> </ul>
<ul style="list-style-type: none"> <li>Build working groups made up of interested parties, committees, and constituencies, early, that represent the needs of the majority to focus on the customer view</li> </ul>	<ul style="list-style-type: none"> <li>Reduces risk of schedule overruns by aligning stakeholder goals with the project</li> <li>Enhances time to delivery with right system</li> <li>Introduce standard best practices nationally</li> </ul>
<ul style="list-style-type: none"> <li>Progressively augment a business and data model, and a system design for the first release that can be augmented with subsequent releases to create an overall integrated solution for the program</li> </ul>	<ul style="list-style-type: none"> <li>Lessen the impact of change internally within Customs and build sponsorship</li> <li>Minimize disruptions to the delivery of services to the client base</li> <li>Early success builds confidence</li> </ul>

USVQ 093

**Figure 6-2. We apply our lessons learned to US-VISIT to improve the operational acceptance of the system at the borders and with all stakeholders**



### 6.5 Record on Cost, Schedule and Performance

The 2 ½ year, \$14 million US program began with high-level design and system architecture and continued because we delivered on time and on budget. The integrated incremental design defined the role of Customs in the areas of cargo, passenger, intelligence management, and client service.

Client Services, the first project in the information system strategy, was implemented in two phases. First, Infrastructure provided common repositories for data required by applications. Second, Client Management provided a facility to record queries and request for information and track the queries and requests until completion. As noted in Figure 6-3, time to answer client requests and spent on work was reduced

from minutes to seconds with the staff being more familiar with common problems and better informed of solutions. The Client Service implemented a central contact center for Customs that responds to a wide range of questions and issues from its customers and clients.

The Goods and Revenue Project encompassed goods operations, revenue collection, and investigations. CusMod replaced the legacy system and maintained consistent criteria for inspection, timely notifications of exam results to ports, and better inspection targeting due to increased Intelligence.

The Passenger Project involved the migrating of data, changes to functionality and processes such as new queries. Crucial was the providing of advanced information and profiling by Customs officers to detect passengers that need further investigation.

<b>Program Achievements</b>
<ul style="list-style-type: none"> <li>■ Saves more than \$37 million in IT expenditures and other costs through systems modernization</li> <li>■ Minimize cost by focusing on the mission and business performance/business case</li> </ul>
<ul style="list-style-type: none"> <li>■ Reduce the import/export clearance processing time from 2-days to minutes</li> <li>■ Enhance the relationship between DHS agents, brokers and business community with reliance on the system for transactions</li> </ul>
<ul style="list-style-type: none"> <li>■ Increase efficiency of post clearance audits covering post entry, excise and cargo audits</li> <li>■ Decrease processing time at points of entry</li> </ul>
<ul style="list-style-type: none"> <li>■ Reduce time to answer client requests from 15-20 minutes to 5-15 seconds and work time on inspections, audits, and notifications for review from 20-25 minutes to 10-15 minutes</li> <li>■ Reduces time of customs activities on legitimate trade and travel</li> <li>■ Empower staff to work more effectively</li> <li>■ Reduce cost on operating staff on requests</li> </ul>
<ul style="list-style-type: none"> <li>■ Automate import entries so the mission critical system can handles 99% of import entries</li> <li>■ Facilitates execution of commerce with New Zealand to stimulate NZ economic growth</li> </ul>
<ul style="list-style-type: none"> <li>■ Helps identify passengers of interest that need to be extracted by providing information in advance and profiling by Customs</li> <li>■ Better intelligence and investigation capabilities improve border protection. Reduces time of customs activities on legitimate trade and travel</li> </ul>
<ul style="list-style-type: none"> <li>■ Implement a core enterprise architecture</li> <li>■ Enhances the ability to update the system</li> </ul>
<ul style="list-style-type: none"> <li>■ Utilizes case management tools and mobile technology to enhance systems</li> <li>■ Enhance precise, virtual, and consistent border protection</li> </ul>

USVQ 094

**Figure 6-3. The New Zealand Customs Service demonstrates our extensive experience to successfully deliver the complex US-VISIT project on time and on budget.**



The Intelligence Project, which drives the whole program organization, involved the collection and analysis of information from all internal and external sources and an improvement in overall efficiency of operations. NZ Customs plays a key coordinating role in the organizational structure. Intelligence is fully integrated, covering all commercial, people, and goods. It incorporates improved information capture (internal and external), enhanced analysis, production of high quality, and targeted actions from strategic analysis.

Some of the many benefits of the Intelligence project include increased breadth, quality, and timeliness of Intelligence. The single repository of all Intelligence data and analysis enhanced identification of goods and passenger movements of interest. The quality of Intelligence is continually reviewed based on results. Also, resources are better focused for information processing. Clients are treated consistently on a national basis.

The fifth project, Corporate, reviewed financial and management information. A new costing system was implemented for Customs outputs. Lastly, the Management project reviewed the Customs' role in managing and supporting their systems.

**6.6 History of Cooperative Behavior and Commitment to Customer Satisfaction**

The program grew due to our partnership that started with strong design and finished with a model system. A significant factor in CusMod's success was the business partnership approach. Both parties share ownership and responsibility for the program's outcome.

CusMod was measured by the Client Quality Management, certified under ISO9000. The audit commended the program team on their professionalism and

knowledge of the development and implementation of the program. The auditor made particular note of the program's expectation and relationship management and full utilization of program management. Overall, the audit highlighted that CusMod was a well managed program.

NZ Customs is preparing for the challenges of tomorrow while delivering safe and effective trade and immigration with the CusMod program. According to Graeme Ludlow, former Comptroller of Customs, the new approach helps the agency to achieve its vision of becoming a world leader in customs administration. This vision includes the commitment to working co-operatively with industry and agencies by speeding trade, assisting business with better ways to meet their objectives and reduce red tape.

We took a bold approach to modernizing our processes and developing a sharply focused service philosophy. The changes we implemented are now regarded as a model for customs administrators who are contemplating modernization programs.

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Barry Armstrong, former Director of New Zealand Customs Service Information Technology, saw the main outcomes of CusMod as operational improvements, such as much faster goods handling, and flexibility and responsiveness.

The former directly benefits the day-to-day business operations of our clients, while the latter will let us meet challenging political and business demands.

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The new ideas adopted with the CusMod system helped them safely increase the speed of trade and immigration that benefited all of New Zealand.



## 7.0 GARDA NATIONAL IMMIGRATION BUREAU

Accenture has continued their partnership with the National Police of Ireland at the Garda National Immigration Bureau (GNIB) to help them significantly increase immigration intelligence and more effectively prevent the movement of terrorists.

### 7.1 Description

The Garda National Immigration Bureau (GNIB) is the bureau within An Garda Síochána, the National Police of Ireland, with responsibility for all aspects of Immigration.

In order to meet their objectives, we designed, developed and implemented the GNIB Information System (GNIB-IS), an entry and non-national tracking immigration system to:

- Strengthen the security at borders by enabling more rigorous checking of individuals seeking entry to the country
- Streamline the registration and renewal of non-nationals at all Ports and Airports
- Effectively manage and monitor the execution of Deportation Orders
- Make immigration information immediately available to all users of the system

The GNIB-IS has placed the Garda National Immigration Bureau at the forefront of immigration services worldwide by making the fullest use of advanced technologies in the fight against illegal immigration.

We piloted the system in September 2001 and went on to deploy it to 25 locations nationwide including GNIB Headquarters, five District Headquarters, all ports of entry and the four main Garda Stations along the border with Northern Ireland.

The GNIB-IS has also made great improvements in the time to process legitimate travelers. For example, the

*Partnering with Ireland's Immigration bureau provides us with experience in strengthening border security while facilitating legitimate travel*

- Delivered entry and immigration tracking system to all Ports of Entry
- Integrated with 4 external agencies, to acquire Asylum, Visa and Work Permit information
- Implemented facial recognition software to identify watch list individuals
- 213% increase in entry refusals during first 3 months in one port
- Realized a 68% increase in efficiency in processing non-nationals
- Reduced processing of non-nationals from 25 to 8 minutes, a 68% increase in efficiency
- Implemented a Smart Card that stores facial biometric data on an encrypted micro chip to quickly and accurately identify non-nationals

USVQ 088

processing time of registering non-nationals was reduced to 8 minutes from 25 minutes, representing a 68% improvement in efficiency.

Our team has executed each phase of the system development lifecycle (see Figure 7-1) and has implemented key capabilities to achieve strengthened border security.

The system captures information regarding persons who have just arrived in the country, persons who are registering with the GNIB and persons who have been deported or who are in the deportation process. It also interfaces with four external Government agencies including the Refugee Application Commission (RAC), the Department of Foreign Affairs, the Department of Social Community and Family Affairs, and the Department of Enterprise, Trade and Employment to obtain Asylum, Visa, Welfare and Work Permit information.

The information in the GNIB-IS is accessed through on-line inquiry and is updated in a multi-user environment with a



Skill Area	Extent of Experience	Skill Area	Extent of Experience
<b>Program Management</b>		<b>Systems Development Lifecycle</b>	
Business/Economic Analysis	●	Biometrics	●
Business Process Reengineering	●	CMM/CMMI Process Improvement	
Business Transformation	●	Communications/Network Eng.	
Performance-Based Contracting		Identity Management/Privacy	●
Program/Project Management & Control	●	Information Security	●
<b>Transition and Deployment</b>		Infrastructure Management	●
Border Management	●	QA/CM/Test and Evaluation	●
Communication and Outreach	●	Software Engineering	●
Organizational Change Management	●	Strategic Planning and Analysis	●
Stakeholder Management	●	Systems Development	●
System Administration/Help Desk	●	Systems Engineering	●
System Operations and Maintenance	●	Systems and Enterprise Architecture	●
Training	●	Systems Integration	●
Legend:	Extensive ●	Moderate ●	Limited ○

USVQ 089

**Figure 7-1. Our execution at the GNIB demonstrates our experience in the unique skill areas required for successful delivery of US-VISIT**

single interface. The system allows for comprehensive searches including document tracking functionality of stolen, forged or counterfeited documents that have been seized by members of An Garda Síochána involved in immigration duties.

In addition, the system supports the capture and storage of digital photographs and produces registration identity cards. The GNIB issues to all registered non-nationals a system-generated Registration Smart Card. This card has the person's photograph and basic registration details on the front of the card as well as biographical and biometric data (facial data) stored on the microprocessor chip.

To facilitate this, all workstations at the Port of Entry and Registration sites are equipped with a passport scanner and digital camera. When a passport is swiped through the scanner, person details are automatically populated on the GNIB system. The digital camera, which the user controls with their keyboard, allows a

photograph to be taken and saved to the central database.

Our solution has strengthened national security while facilitating legitimate travel.

## 7.2 Relevance

As previously referenced in Figure 7-1, our team has the unique skills and experience relevant to US-VISIT. At the GNIB-IS project our team gained an understanding of the changing world landscape that raised the urgency of securing national borders and preventing terrorist movement.

Accenture performed the strategic planning and analysis, system architecture and design, system development, engineering and integration of the GNIB-IS. In addition, our team deployed and trained the system nationally. The new functionality transformed border management processes and introduced biometric technologies successfully at all Ports of Entry.

Our team implemented a facial recognition solution in the GNIB-HQ to perform one-to-many photograph search to



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help identify a person via a photograph. The solution also provides the ability to perform many-to-many matching against photographs stored on the GNIB system to identify duplicate and triplicate identities. The facial recognition software was also deployed in a number of sites which scan crowds to identify individuals arriving at Ports of Entry from a predefined 'watch list' of images.

Information security is important to the success of the GNIB. One capability deployed to all members of the An Garda Síochána involved in immigration duties is a closed and restricted Microsoft Exchange mail solution to provide secure information channels.

Our experience at the GNIB-IS demonstrates our ability to apply our unique skills that help us deliver US-VISIT successfully and reduce program execution risk.

7.3 Key or Proposed Personnel

[Redacted] US-VISIT Business Architect, served as a key advisor in the early phases of the GNIB-IS project. [Redacted] understanding of border management methods, immigration and customs security proved invaluable to the GNIB.

[Redacted] is the Project Partner and

Director for the An Garda Síochána GNIB-IS and PULSE projects. [Redacted] began [Redacted] work with An Garda Síochána during the PULSE project in 1996. [Redacted] responsibilities include working closely with the project team and client management to oversee project development and provide valuable input and direction.

[Redacted] is the Project Manager for the GNIB-IS and continues to manage the support of the application. [Redacted] began [Redacted] work at the GNIB during the pilot phase and managed the design, build and implementation of the system. During [Redacted] time at the GNIB, [Redacted] has acquired experience in border management and immigration systems.

7.4 Critical Success Factors

Our team executed on several key factors that enabled the successful deployment of the GNIB-IS as shown in Figure 7-2.

We minimized the data entry required for low risk travelers in order to speed the flow of legitimate travel. Registration officers no longer have to set up and maintain a manual filing system for their registration applicants. Before the system was installed, they were required to complete a number of handwritten logs,

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Lessons Learned	Value to US-VISIT
Minimize data entry for low risk passengers to speed the flow of legitimate travelers	Reduces the risk of allowing high risk individuals to enter the country
Account for differences in system capabilities when interfacing with multiple external agencies to achieve data integrity	Reduces risk of low user acceptability by deploying a reliable solution that provides up-to-date and accurate information
Plan for the uniqueness of each border crossing location including user, system interface and physical constraints	Improves time to delivery, operational success and stakeholder adoption by accounting for physical constraints
Account for inconsistent processes and information requirements across Ports of Entry	Reduces deployment time with in-depth knowledge of the unique requirements of each location
Conduct pilot at lower volume and lower risk Ports of Entry	Early success builds support and momentum for the program with the public and the Government

USVQ-090

Figure 7-2. The lessons learned at the GNIB project enable our team to successfully deploy US-VISIT with minimized risk and reduced time to delivery



photocopy documentation and prepare registration books manually. As a result, the average time to process registration renewals was reduced by 50% from 8 minutes to 4 minutes.

Similarly, at the Ports of Entry, officers would record refusals in a logbook and complete refusal and asylum forms manually. These processes were time consuming and labor intensive. With the GNIB-IS the average time to process non-national decreased from 25 minutes to 8 minutes, representing a 68% increase in efficiency.

Our team accounted for the differences in system architectures and capabilities when interfacing with four external agencies. Each agency captured, stored, and maintained information in unique ways, which could have hindered successful data searches. Therefore, we carefully designed the system interfaces to achieve data integrity.

Together with the GNIB, we planned for the uniqueness of each border entry location including user, system interface and physical constraints. While the team planned for implementation standards, they considered specific factors as well. For example, some of the Ports of Entry had very limited physical space that

would not accommodate the standard equipment proposed. Therefore, we used smaller hardware and innovative installation to successfully deploy the new system to all ports.

### 7.5 Record on Cost, Schedule and Performance

Our team has consistent delivery track record on cost and schedule and has a commitment to realizing system performance (see Figure 7-3). We delivered the Proof of Concept for the pilot in just nine weeks. Since the pilot and initial deployment, we have implemented a number of advanced features and new capabilities to significantly increase immigration intelligence and information, on-time and on-budget.

System development began in July 2001 with an initial pilot of the GNIB system. Our team deployed the system to three pilot locations and facilitated the registration of non-nationals, issuance of GNIB registration cards and deportation and registration inquiry access against the central GNIB database. These capabilities provide the information needed to be more effective in preventing the movement of terrorists along national borders.

In October 2002, our team implemented Phase 1A and 1B of the

<b>Program Achievements</b>
<ul style="list-style-type: none"> <li>■ Increased entry refusals by 213% during the first 3 months of the live system in one Port of Entry</li> <li>■ Decreases risk by strengthening security capabilities along national borders</li> </ul>
<ul style="list-style-type: none"> <li>■ Immigration tracking system available at 25 locations including all Air, Land and Sea Ports, 24 hours a day, 7 days a week</li> <li>■ Minimizes risk of illegal travelers entering the country and/or overstaying their visit</li> </ul>
<ul style="list-style-type: none"> <li>■ Reduced time to process registration renewals by 50% from 8 minutes to 4 minutes</li> <li>■ Decreases risk of negative public perception by delivering improved process and capabilities</li> </ul>
<ul style="list-style-type: none"> <li>■ Reduced average time to process a new registration from 25 minutes to 8 minutes representing a 68% increase in efficiency</li> <li>■ Increases speed of legitimate travel and time available for screening high risk travelers</li> </ul>
<ul style="list-style-type: none"> <li>■ Intercepted deportee at one Port of Entry on the first day the system was deployed</li> <li>■ Significant cost savings – Ireland's asylum seeker costs are estimated at €12,000 annually</li> </ul>

USVQ 092

**Figure 7-3. Our experience with the GNIB demonstrates our ability to deliver a comprehensive border entry and non-national tracking solution to US-VISIT**





system on-time and on-budget. This release provided enhanced functionality to all major Ports of Entry and border stations in Ireland. This release also provided a number of electronic interfaces with other Government agencies and departments who are involved in immigration and asylum processes.

In May 2003, we deployed Phase 1C which included new functionality to track seized documents, on-time and on-budget. It also provided a rugged mobile handheld solution, an extensive inquiry tool and advanced biometric solutions. In June 2003, we incorporated Smartcard technology into the system.

As of June 2003, the team upgraded the registration card with new and improved security features on schedule and within budget. Most significantly, a chip has been embedded in the card that stores the personal and registration details of an individual along with his/her photograph in a secure, encrypted format in the chip. Facial recognition technology has been incorporated to assist with the identification and surveillance of individuals.

The Case Crawler inquiry tool aids investigators in establishing relationships between data from all data sources on the system (i.e., Asylum Seekers, Registrations, Work Permits, Deportations, Refusals, Welfare data and Visas).

An enhanced mobile solution of rugged, handheld devices has been rolled out providing wireless access to information on the GNIB database at remote locations over the GPRS network, both inside and outside of Ireland. Rugged laptops that contain a full copy of the data stored in the GNIB-IS are also available to users.

As an enhancement, we developed data sharing capabilities including an electronic transfer to the Immigration Division in the Department of Justice, Equality and Law Reform on a weekly basis and shared data

with the PULSE system for the Irish National Police.

### **7.6 History of Cooperative Behavior and Commitment to Customer Satisfaction**

Accenture has partnered with the An Garda Síochána since 1992. Because of this positive partnering relationship and our dedication to meeting customer needs, we re-used and leveraged much of what we had already implemented for the PULSE system. As a result, we improved time to delivery, decreased costs and improved user acceptance.

The PULSE system is a scalable and reliable solution. Therefore, our team used the PULSE technical platform as a basis for the GNIB-IS. This decreased the time to deployment and minimized risk for the GNIB. It enabled new functionality to be designed and incorporated into the GNIB-IS in an efficient manner, allowing enhancements to be rolled out to all locations in a relatively short timeframe.

We used the existing Garda PULSE network by extending it to support deployment of the GNIB-IS to all ports of entry and other new locations, significantly reducing costs.

Our team built the solution using technologies that were already deployed to the PULSE system in order to minimize the costs and effort associated with maintaining and operating the GNIB-IS and to leverage the skills of the existing Operations Team in the IT Centre.

In addition, the GNIB-IS was developed with a similar 'look and feel' to that of the PULSE system, minimizing the effort and costs required to train the users of the system.

Our longstanding relationship and continued commitment to achieving the goals of the customer are demonstrated by our continuing expanding role with the Irish Government.



## 8.0 U S DEPARTMENT OF STATE, BUREAU OF CONSULAR AFFAIRS

*We teamed with the Department of State, Bureau of Consular Affairs to design, develop and operate their mission-critical application, Consular Lookout and Support System (CLASS), that performs name checking for all visa and passport applicants. All visa applicants are screened against CLASS for known terrorists, criminals, and persons previously denied visa for other reasons.*

### 8.1 Description

The mission of the Department of State is to create a more secure, democratic, and prosperous world for the benefit of the American people and the international community.

The mission of the Bureau of Consular Affairs is to administer the laws, formulate regulations and implement policies relating to the broad range of consular services provided to American citizens abroad. Consular Affairs works with other Government agencies to rationalize clearance procedures in ways that continue to protect U.S. borders, their first priority, while facilitating legitimate travel.

CLASS supports the mission of identifying and denying entry to persons intent on terrorist or other harmful acts against the U.S. and is our first line of defense. The experience gained by our team, reduces risk in future deployment of desk top applications to border crossing posts.

The system provides the capability to screen all visa applicants for known terrorists, criminals, and persons previously denied visa for other reasons, which is also a mission-critical component of homeland defense. During FY 2002, the Bureau issued over 7.4 million passports, 5.7 million non-immigrant visas and 390,000 immigrant visas. Our team conducted name checks for these 13.5

***We partnered with the Department of State to re-engineer the name matching system for visa and passport applications using cross agency data***

- Process over 600,000 passport and visa applicants names weekly against 100 million records
- Reduced response time to less than 17 seconds per namecheck
- Successfully deployed this mission critical system to 250 consulate posts worldwide
- We participate in cross agency sharing of watch list data with DHS DAC and NAILS, the FBI, and DEA for screening VISA applications
- We share watch list data with HHS and U.S. Marshals Service for screening Passport applications for DoS
- Designed and developed the Arabic, Russian-Slavic and Hispanic name algorithms for eClass
- Designed and developed a Backup Namecheck System for Consular Desktops

USVQ 071

million foreign travelers through CLASS multiple times. We processed over 25 million queries in FY02.

We deployed the Visa Namecheck application in March of 1998 and the Passport Namecheck application became operational in February 1999. Since then, AT&T has been actively maintaining and enhancing these Namecheck applications and the Lookout and Refusal database.

Based on our success with the CLASS project, AT&T was selected in 1999 to design and develop a back-up name checking system, that runs on the Consular Officer's desktop computers worldwide in case of network failure. This system, originally named Backup Namecheck System (BNS) was subsequently modified, renamed eCLASS, and is being tested in 5 countries in the Western Hemisphere as a primary name check system for all visa and passport applicants.

AT&T was responsible for reengineering the legacy system utilizing the DoS prescribed system engineering



Life Cycle Development methodology. This methodology required the development of design documents, critical design reviews, test plans, code reviews and performance analysis of all application software. All software was tested by an independent Quality Assurance group and was certified for production.

### 8.2 Relevance

Our successful collaboration to design, develop and deploy watch list name checking systems for the Bureau of Consular Affairs is directly applicable to the requirements of US-VISIT for name checking at borders and other ports of entry.

Figure 8-1, illustrates the skill areas utilized on CLASS that are directly applicable to US-VISIT. Our project team is managed by program management professionals who are experienced in the complete system development life cycle using CMM Level III methodology. They have demonstrated their competence in transition and global deployment. This team is complemented by two

professionals with Doctorates in computational linguistics.

Our extensive experience in terrorist list name checking reduces risk of contractor performance for developing highly successful mission-critical DHS systems. Utilizing name check processes and systems that are proven for screening visa and passports, decreases the risk of delays in screening foreign travelers.

The global deployment of eCLASS involved dealing with completely new processes and equipment. Our successful global deployment of CLASS reduces risk associated with deployment of large, complex deployments with tight deadlines

Similarly, for US-VISIT, the identification of the unique conditions at each border site reduces the risk of deployment. Our quality program management minimized the global deployment cost and schedule risks for CLASS.

DHS can reduce the deployment risks by using the experience of a contractor

Skill Area	Extent of Experience	Skill Area	Extent of Experience
<b>Program Management</b>		<b>Systems Development Lifecycle</b>	
Business/Economic Analysis	●	Biometrics	
Business Process Reengineering	●	CMM/CMMI Process Improvement	●
Business Transformation	●	Communications/Network Eng.	●
Performance-Based Contracting	●	Identity Management/Privacy	●
Program/Project Management & Control	●	Information Security	●
<b>Transition and Deployment</b>		Infrastructure Management	●
Border Management	●	QA/CM/Test and Evaluation	●
Communication and Outreach	●	Software Engineering	●
Organizational Change Management	●	Strategic Planning and Analysis	●
Stakeholder Management	●	Systems Development	●
System Administration/Help Desk	●	Systems Engineering	●
System Operations and Maintenance	●	Systems and Enterprise Architecture	●
Training	●	Systems Integration	●
Legend:	Extensive ●	Moderate ●	Limited ○

USVQ 070

**Figure 8-1. The US Department of State CLASS demonstrates our extensive experience in the skill areas required for successful delivery of US-VISIT with low risk**



with a record of successful delivery on similar name matching software/hardware systems to the desktops of the 250 Consular posts.

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**8.3 Key or Proposed Personnel**

██████████ has been the Managing Computational Linguist for the CLASS and eCLASS projects for the past two years. ██████████ has a Ph.D. in Linguistic specializing in Phonetics/Phonology Interface. ██████████ was the linguistic lead on the design of the Arabic name algorithm, Russian-Slavic name algorithm and Hispanic name algorithm for eCLASS. ██████████ specializes in researching data from various cultures to determine linguistic patterns in algorithm development and improvements. ██████████ experience in developing multi-language name matching algorithms reduces the risk of deploying a name matching capability for US-VISIT.

**8.4 Critical Success Factors**

Our project team has an eight-year

record of successfully improving the mission-critical name checking application for all visa and passport applications. Figure 8-2 highlights some of the lessons learned on the CLASS project and the value of our experience to US-VISIT. A summary of some of the critical success factors that could be of value to US-VISIT is presented in this section.

Our CLASS project has been ranked the #1 IT system in the State Department out of 159 evaluated.

In the past four years, AT&T has reduced the name check response time to less than 17 seconds (Aug-Nov 2003). AT&T enhanced the name check application and the Lookout and Refusal database by utilizing highly skilled computational linguists.

The AT&T team has repeatedly utilized CMM Level 3 methodology for the systems development life cycle.

Based on our demonstrated success with

<i>Lessons Learned</i>	<i>Value to US-VISIT</i>
<ul style="list-style-type: none"> <li>Identifying and denying entry to persons intent on terrorism or other harmful acts against the U.S. is our first and probably best line of defense</li> </ul>	<ul style="list-style-type: none"> <li>Name checking success from the State Department reduces the risk of performing it at U.S. Borders</li> </ul>
<ul style="list-style-type: none"> <li>Develop a partnership with client and other contractors to accomplish mission critical goal of name checking for known terrorists, criminals, and persons previously denied visas</li> </ul>	<ul style="list-style-type: none"> <li>The successful collaboration to develop name checking application for the Bureau of Consular Affairs is directly applicable to the US-VISIT</li> </ul>
<ul style="list-style-type: none"> <li>Interagency data sharing is absolutely key to the success of watch list name checking for visa and passport applicants</li> </ul>	<ul style="list-style-type: none"> <li>Experience in interagency data sharing for name checking reduces the risk for the success of US-VISIT</li> </ul>
<ul style="list-style-type: none"> <li>Utilize data modeling to create logical and physical data models for the requirements of the Lookout and Refusal database of 100 million names and aliases</li> </ul>	<ul style="list-style-type: none"> <li>Data modeling of name matching requirements reduces the cost and risk of developing name matching applications for US-VISIT</li> </ul>
<ul style="list-style-type: none"> <li>Developing a prototype name checking application, capacity planning model and conducting a performance analysis resulted in appropriate acquisition of computer hardware and software</li> </ul>	<ul style="list-style-type: none"> <li>In-depth knowledge and understanding is gathered in the early phases of the project life cycle</li> </ul>
<ul style="list-style-type: none"> <li>Utilizing highly skilled computational linguists for developing multi-language name checking applications resulted in increased accuracy and improved response time</li> </ul>	<ul style="list-style-type: none"> <li>Reduced risk and accelerated deployment of name matching applications for US-VISIT</li> </ul>

USVQ-078

**Figure 8-2. The lessons learned at the Department of State, Bureau of Consulate Affairs will better enable US-VISIT to be a successful nationwide deployment**



CLASS, we were selected in 1999 to design and develop a back-up name check system using a client server architecture in case network communications are disrupted.

AT&T has participated successfully in cross agency sharing of watch list data with DHS, DAC and NAILS (previously with Customs and INS), FBI, DEA for screening VISA applications. Likewise, we have a successful record of sharing watch list data with HHS and U S Marshals Service for screening Passport applications for DoS.

AT&T has been directly supporting the Bureau of Consular Affairs to utilize CLASS to identify and deny entry to persons intent on terrorism or other harmful acts against the a U.S. It is a critical process against terrorism. Our name checking success from the State Department reduces the risk of performing name checking at U.S. Borders.

We have developed a partnership with client and other contractors to accomplish the mission-critical goal of name checking for known terrorists, criminals, and persons previously denied visas.

"From the inception of the CLASS program enhancement in 1995, AT&T (then GRCI) staff members have played a key role in our efforts to update and upgrade this mission-critical, homeland security system. Their exceptional professional skill, ability to work cooperatively in a high-visibility, multi-contractor, multi-agency environment were instrumental in our meeting the CLASS program schedule. AT&T has continued to demonstrate its long-term commitment to customer satisfaction and performance excellence on both the CLASS and eCLASS systems."

b(6)

*DOS/CA/EX/CSD,  
Program Director*

AT&T has learned that interagency data sharing is absolutely key to the success of watch list name checking for

visa and passport applicants. This experience in cross agency data sharing is vital for name checking and reduces the risk for the success of US-VISIT.

AT&T utilized data modeling to create logical and physical data models for the requirements of the Lookout and Refusal database of 100 million names and aliases. Data modeling of name matching requirements reduces the cost and risk of developing name matching applications for U S-VISIT

Our team developed a prototype name checking application, capacity planning model and conducting a performance analysis results in the appropriate acquisition of computer hardware and software. In-depth knowledge and understanding is gathered in the early phases of the project life cycle, that is key to the successful deployment.

AT&T has been utilizing highly skilled computational linguists to develop name matching algorithms for screening Arabic, Russian/Slavic and Hispanic names, which results in increased accuracy and reliability. This experience can reduce risks and accelerate deployment of name matching applications for US-VISIT.

We are proud of the achievements made on CLASS and feel that our experience has direct benefit to US-VISIT. Figure 8-3 highlights ten of our program achievements and the direct benefits to US-VISIT.

### 8.5 Record on Cost, Schedule and Performance

Our record of cost, schedule and performance is considered the best in the Department of State. We have an eight-year record of cost control and management, which contributed to two follow-on contracts. For eight years, we have delivered all contract items as scheduled or ahead of schedule.



<b>Program Achievements</b>
<ul style="list-style-type: none"> <li>■ Established an eight year record of successfully improving a mission critical name checking application for all visa and passport applications</li> <li>■ Reduces risks by utilizing personnel that are highly experienced in name checking</li> </ul>
<ul style="list-style-type: none"> <li>■ Ranked #1 IT system in the State Department out of 159 evaluated</li> <li>■ Reduces risk of contractor performance for developing mission critical DHS systems</li> </ul>
<ul style="list-style-type: none"> <li>■ Reduced the name check response time to less than 17 seconds (Aug-Nov 2003)</li> <li>■ Decrease risk of delays in screening foreign travelers</li> </ul>
<ul style="list-style-type: none"> <li>■ Enhanced the name check application and the Lookout and Refusal database by utilizing highly skilled computational linguists</li> <li>■ Reduces risk through extensive experience with, complex deployments with tight deadlines</li> </ul>
<ul style="list-style-type: none"> <li>■ Successfully deployed eCLASS at 250 State Department Consular Posts worldwide</li> <li>■ Reduces the risk of difficult and lengthy deployment through identification of unique conditions at each site</li> </ul>
<ul style="list-style-type: none"> <li>■ Utilized CMM Level 3 methodology for systems development</li> <li>■ Minimizes deployment cost and schedule risks through quality program management</li> </ul>
<ul style="list-style-type: none"> <li>■ Selected in 1999 to design and develop a back-up, desktop name check system using a client server architecture in case network communications are disrupted</li> <li>■ Reduces risk in future deployment of desk top applications to border crossing posts</li> </ul>
<ul style="list-style-type: none"> <li>■ Demonstrated successful record of sharing watch list data with DHS (DAC and NAILS), FBI, DEA for screening VISA applications</li> <li>■ Reduces risks for DHS in the rapid deployment of accurate name matching software</li> </ul>
<ul style="list-style-type: none"> <li>■ Demonstrated successful record of sharing watch list data with HHS and U.S. Marshals Service for screening Passport applications</li> <li>■ Reduces risks for DHS in the rapid deployment of accurate name matching software</li> </ul>

USVQ 064

**Figure 8-3. Highly experienced with developing and deploying successful name matching software and hardware for visa and passport applications**

In FY03, CLASS was rated the #1 IT project in the State Department, based on the criteria of furtherance of State Department strategic plan, alternatives analysis, program management, BPR and likelihood of success of 159 systems evaluated.

We utilized our expertise in database technology to make numerous improvements to the existing name checking applications. For example, we utilized the latest database tools, to reduce the cost of maintenance for the CLASS system by approximately 20%.

**8.6 History of Cooperative Behavior and Commitment to Customer Satisfaction**

We have successfully managed the growth of the project from a small task on

the DEIS Contract, into the #1 rated IT project in the DoS.

At the request of the State Department, we have supplemented our project staff with computational linguists Ph.D.'s to upgrade the CLASS multi-lingual capabilities. We have earned a reputation of cooperating with multiple agencies for the coordination of CLASS name checking data.

The DoS has re-awarded this contract to AT&T twice since 1995. When requested, we teamed up with an 8(a) firm, STG Inc. to accommodate procurement requirements of the State Department. This commitment to customer needs and satisfaction resulted in continuity of personnel and consistency of services to CLASS.



## 9.0 TRANSPORTATION SECURITY ADMINISTRATION (TSA)

*After September 11, 2001, Congress tasked TSA with the mission critical objective of improving National security at 429 U.S. airports. TSA turned to Accenture to help develop a new passenger screening process and reconfigure airport screening locations to improve national security and maximize passenger throughput.*

On this program, we implemented dramatic performance improvements in the facilitation of passenger travel post 9/11 by reducing maximum queue time at peak from 20 minutes to 10 minutes at BWI Pier C.

### 9.1 Description

Prior to September 11, 2001, airlines hired private companies to screen passengers and luggage for explosives and weapons. With the Aviation Security Legislation, Congress tasked DHS to train and deploy more than 45,000 federal baggage and passenger screeners at 429 airports across the country by November 19, 2002. DHS created TSA to handle this challenge. TSA needed to implement new processes, technology, checkpoint design, and workforce model in a short time frame.

The new agency turned to us for our skills in process reengineering, project management, and broad experience in the aviation industry. TSA's core objectives were to develop a passenger screening process and reconfigure airport screening locations to maximize passenger throughput in light of heightened security.

### 9.2 Relevance

The TSA Redesign program focused on balancing security with the facilitating of legitimate travel in support of the Congressional objective of "no guns, no wait" just as a key objective of US-VISIT is a balancing of security with facilitation of commerce. With TSA we redesigned security checkpoints, built a logistics framework to deliver equipment, and

**Partnered with TSA to redesign check-in processes and physical layouts to improve passenger security and processing times**

- Met deadline of Nov 19, 2002 to federalize airport security operations in 11 months
- Built modeling tool that assesses hourly the security lanes/screeners needed at the 81 busiest U.S. airports
- Deployed Mobile Screening Force – a team of lead TSA Screeners who travel to airports across the country to train permanent screeners
- Developed and piloted a Passenger Security Checkpoint Redesign at BWI airport in 8 weeks
- Defined and deployed a standard for airport checkout layout available for nationwide deployment

USVQ 048

developed course content and logistical support for a mobile training force. Figure 9-1 highlights the relevant skill areas built upon at TSA. TSA brought our organization further experience in such key areas of border management, processes at U.S. airports, training, and systems integration.

Many passenger throughput issues for TSA are relevant to US-VISIT. At TSA we developed detailed process maps that analyzed passenger flow from the curb to the gate. At TSA we implemented a number of process improvements to increase the passenger and employee satisfaction levels throughout the screening process. Our design included the placement of serpentine queues, dedicated security lanes for handicapped passengers and flight crews, and TV monitors to display relevant passenger information.

We developed a capacity simulation-modeling tool to help us accurately determine the screeners and equipment needed at passenger checkpoints. The tool helps TSA determine the specific number of lanes to open and the necessary security personnel and equipment needed for the efficient screening of passengers at the nation's largest airports on an hourly basis.



Skill Area	Extent of Experience	Skill Area	Extent of Experience
<b>Program Management</b>		<b>Systems Development Lifecycle</b>	
Business/Economic Analysis	○	Biometrics	
Business Process Reengineering	●	CMM/CMMI Process Improvement	○
Business Transformation	●	Communications/Network Eng.	
Performance-Based Contracting		Identity Management/Privacy	
Program/Project Management & Control	●	Information Security	○
<b>Transition and Deployment</b>		Infrastructure Management	●
Border Management	●	QA/CM/Test and Evaluation	●
Communication and Outreach	●	Software Engineering	
Organizational Change Management	●	Strategic Planning and Analysis	○
Stakeholder Management	●	Systems Development	○
System Administration/Help Desk	○	Systems Engineering	○
System Operations and Maintenance		Systems and Enterprise Architecture	○
Training	●	Systems Integration	○
Legend:	Extensive ●	Moderate ○	Limited ○

USVQ 052

**Figure 9-1. We gained extensive experience at TSA in skill areas critical in lowering the risk for US-VISIT**

We helped TSA determine the job types, roles and responsibilities they needed to meet the new security requirements and facilitate the flow of travelers. We evaluated existing job functions and defined a new standard employee screening checkpoint model, ranging from customer service representatives to queue managers to shoe X-ray operators. During implementation, we provided training support, including customized role-playing, to help facilitate understanding and the implementation of these positions.

Before building our passenger checkpoint we reviewed a variety of practices to design, test, and validate a standard airport checkpoint layout. The configuration standard we designed outlined the amount and types of security equipment, x-ray machines, magnetometers (walkthrough metal detectors), and wands necessary for an effective passenger screening program. We implemented new technologies and design features to improve the overall security screening process. These new features included the

winding lines, privacy screens, and plasma monitors to direct passengers to appropriate screening areas.

Determining the processes and physical environments that would make passenger checkpoints more efficient, we were also tasked with developing and implementing a FAR compliant accelerated procurement system for securing equipment for the checkpoint areas at the 10-implementation airports. To integrate this process into airport procedures, we created a punch-list template containing the available items and suggested quantities based on airport size, and a database in which one could research and examine equipment specifics.

TSA recognized that to perform their jobs correctly, the newly hired passenger and baggage screeners needed significant operational and logistical support once they were deployed to their job or training sites. We created and managed a logistics support services for the Mobile Screening Force. This is a team of lead TSA Screeners that travel to airports around the country to train the permanent screening force.





The logistics services provided to this Mobile Screening Force included managing orientations, arranging the necessary lodging and transportation, and distributing and tracking uniforms. We worked closely with each airport's staff to help develop appropriate work schedules and mechanisms to confirm that new recruits receive the on-the-job training required for certification. We established Help Desks at each airport location to provide ongoing, round-the-clock assistance as these screeners assumed their new responsibilities.

9.3 Key or Proposed Personnel

We deployed staff to TSA from our process, human performance, supply chain management, customer relationship management, and technology service lines. Support staff from the transportation and travel services and Federal Government industry groups also deployed. Working closely with TSA, we developed the innovative processes and physical environments designed to make passenger checkpoints run more securely and efficiently.

Ken Silbert is a partner with over 20 years of experience working with public and private sector clients on a broad range of consulting initiatives. Ken was in charge of all of Accenture's work to date

with TSA. While working with TSA, Ken has managed initiatives ranging from security checkpoint redesign to Mobile Screening Force (MSF) deployment support. In addition to his work at TSA, Ken has managed large programs at other public and private organizations.

[REDACTED] is the TSA Communications Manager. [REDACTED] handled the management of all communications around the BWI Pilot. [REDACTED] a senior manager in our Human Performance practice has over 12 years experience in Human Performance delivery. [REDACTED] has implemented large-scale communications, organization change, organizational design, and training design programs in both the Federal Government and the private sector.

9.4 Critical Success Factors

Figure 9-2 highlights specific lessons we experienced at TSA. The lessons learned translate to a quick and low risk delivery of similar solutions. New processes created for TSA can be used for US-VISIT with slight modifications.

We developed and piloted the Passenger Security Checkpoint Redesign project at BWI airport in eight weeks. This was an accomplishment considering the large number of stakeholders that needed to approve the design changes as well as

Lessons Learned	Value to US-VISIT
<ul style="list-style-type: none"> <li>Develop orientation and training materials to enable a large scale organizational ramp-up</li> </ul>	<ul style="list-style-type: none"> <li>Speed delivery by using project orientation materials to quickly orient site leads on project goals and strategy</li> </ul>
<ul style="list-style-type: none"> <li>For high visibility efforts, establish clear protocol for handling inquiries and visits from media and political figures</li> </ul>	<ul style="list-style-type: none"> <li>Increase effectiveness of decision makers by freeing them from PR tasks and keeping them focused on mission critical tasks</li> </ul>
<ul style="list-style-type: none"> <li>Develop and maintain project implementation guide to facilitate a speedy and consistent rollout</li> </ul>	<ul style="list-style-type: none"> <li>Expedite rollout of new processes while maintaining conformity</li> </ul>
<ul style="list-style-type: none"> <li>Implemented a program that actively includes representatives across the organization in the design process</li> </ul>	<ul style="list-style-type: none"> <li>Reduce risk of failure by gaining stakeholder buy-in early in the design process</li> </ul>

USVQ-112

Figure 9-2. The valuable lessons learned at TSA translate to lower risk and faster delivery time for US-VISIT



the physical construction and permits required. Process design, construction, training, and stakeholder support all took place at the same time. A checkpoint redesign Field Guide developed during the pilot is used to ease the deployment of the passenger checkpoint redesign at other airports across the country.

With new processes and checkpoint configurations, the BWI pilot improved overall flow of passengers, contributing to a higher level of customer service and improved security. BWI's checkpoint lanes screening increased to 172 passengers per lane per hour from 130. Eighty-five percent of customers rated the security experience at BWI a 6 or 7, on a seven-point scale.

The high visibility of the redesign at BWI and other airports caused several inquiries to come from the media, the public, and other stakeholders. A dedicated team of our people with communications experience handled all inquiries in regards to the passenger checkpoint redesign. Managing communications centrally on a large-scale highly visible project maintains message consistency and frees management to focus on the mission critical issues.

We developed a modeling tool to help TSA determine on an hourly basis the number of open lanes and security personnel and equipment an airport needed for efficient passenger screening. The tool was customizable in order to support all airports of varying size and traffic. It uses several variables such as passenger arrival patterns, National security level, and staffing levels in determining the amount, type, and location of equipment required.

We aligned the TSA supply chain processes across the entire organization. Tightly integrating the supply chain with our Accelerated Procurement system TSA realized significant cost benefits. Our custom fulfillment and inventory management functions facilitated delivery

of the correct product in the correct quantity to the right location. In total, 102 different commodities were procured via this Accelerated Procurement solution. The savings across the commodity groups sourced by us were 50 percent, versus GSA pricing. The system achieved order fill rates and on-time delivery of more than 98 percent, inventory accuracy of more than 99 percent, and 100 percent accuracy of payment and invoice processing.

The Mobile Screening Force Orientation Program we put in place can be easily modified to meet the logistical needs of other distributed training efforts. At the BWI, Mobile, and Louisville airports, 2,000 mobile screeners received the operational and logistics support necessary to complete their orientation and on-the-job training certification. TSA replicated this program at other airports to meet the staffing requirements imposed by Congress' November 19, 2002 deadline.

Our processes, tools, and methods are both repeatable and scalable by their proven success at different airports with varying peak times. The system works wherever the airline industry works, metropolitan city or tourist resort. The tools and processes developed at TSA can be quickly adapted to help US-VISIT.

### **9.5 Record on Cost, Schedule and Performance**

Beginning in January 2002, we quickly assembled the right resources to work on the TSA Passenger Checkpoint Redesign and supporting projects in order to meet the Congress-imposed deadline of November 19, 2002 on-time and within budget. The team averaged 250 people for the year, peaking at 600. We started work in January 2002 and ramped up 100 people a week. We finished our work on the passenger checkpoint redesign project in December 2002.



"My experience with Accenture was stellar. I would jump at the chance to work with Accenture again on any future project requiring a coordinated effort among diverse organizations, which while having a common goal also have very different agendas. The Accenture's Team's ability to orchestrate complex projects and reach consensus of action among all the players is extraordinary. I am deeply appreciative of all the hard work that was done so successfully here at the airport. "

*TSA Federal Security Director*

Figure 9-3 highlights achievements realized at US-VISIT and how they translate to direct benefits to US-VISIT's needs. Tools and processes developed at TSA, such as the modeling tool and security processes, can be applied to US-VISIT.

**7.6 History of Cooperative Behavior and Commitment to Customer Satisfaction**

Our initial success with the BWI airport pilot prompted TSA to extend the scope of the project. The contract grew from \$500,000 to \$40 million due to new

work at more U.S. airports. The successful demonstration of data modeling and the ability to create date-based lane estimates using the capacity simulation tool at BWI prompted TSA to request us to provide lane estimates for all CAT X and CAT I airports (81 largest airports in the United States) throughout 2002.

TSA also asked us to rollout the checkpoint standard to other airports. We conducted pre-implementation site surveys at 14 airports and full implementation at eight airports. During April through June 2002, site surveys were completed at Boston, Chicago-O'Hare, Dallas-DFW, Denver, Los Angeles, Louisville, Minneapolis, Newark, New York-John F. Kennedy, New York-LaGuardia, Philadelphia, San Francisco, San Jose and Seattle. During April through December 2002, we implemented the new checkpoint standard in Anchorage, Atlanta, Charlotte, Grand Rapids, Mobile, Orlando, Spokane and the rest of BWI.

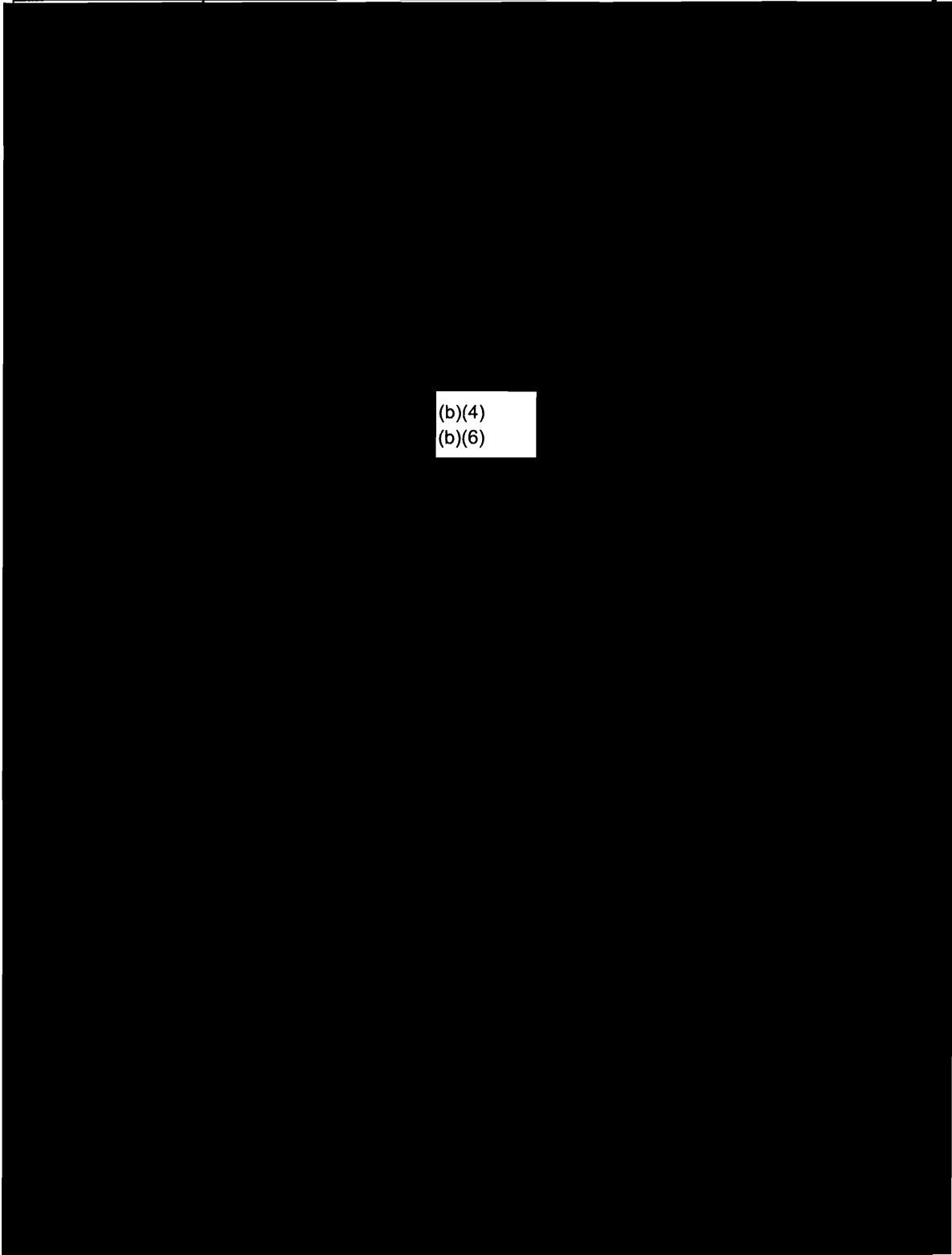
<b>Program Achievements</b>
<ul style="list-style-type: none"> <li>■ Improved screener and equipment allocation at the 81 busiest U.S. airports with our capacity simulation tool</li> <li>■ Reduce risk with data modeling tools to more accurately forecast demand at the various ports of entry and staff accordingly</li> </ul>
<ul style="list-style-type: none"> <li>■ Defined and successfully deployed standards for airport security checkpoint layouts, processes, and workforce model</li> <li>■ Expedite delivery at US-VISIT by modifying work done at TSA in determining checkpoint physical layouts and processes</li> </ul>
<ul style="list-style-type: none"> <li>■ Developed and piloted passenger security checkpoint redesign at BWI in 8 weeks</li> <li>■ Reduce risk for US-VISIT by running pilot programs at major centers to prove effectiveness of new processes before rolling out globally</li> </ul>
<ul style="list-style-type: none"> <li>■ Processed 42 passengers more per lane per hour</li> <li>■ Reduced max queue time 50% to 10 minutes</li> <li>■ Improved customer satisfaction with 85% of users rating experience "6" or "7" out of 7</li> <li>■ Increase customer satisfaction by keeping people moving quickly and efficiently through new DHS processes</li> </ul>
<ul style="list-style-type: none"> <li>■ Defined and deployed system to get the right materials to the checkpoint on time</li> <li>■ Reduce risk for US-VISIT by getting supplies and equipment to distributed locations quickly</li> </ul>
<ul style="list-style-type: none"> <li>■ Managed logistics support for mobile team of lead TSA screeners</li> <li>■ Decrease time to delivery by providing logistical support to distributed team of DHS trainers</li> </ul>

USVQ 059

**Figure 9-3. We partner with TSA to provide America's airports a secure and efficient passenger check-in process**



*Past Performance – Project Profile 1*

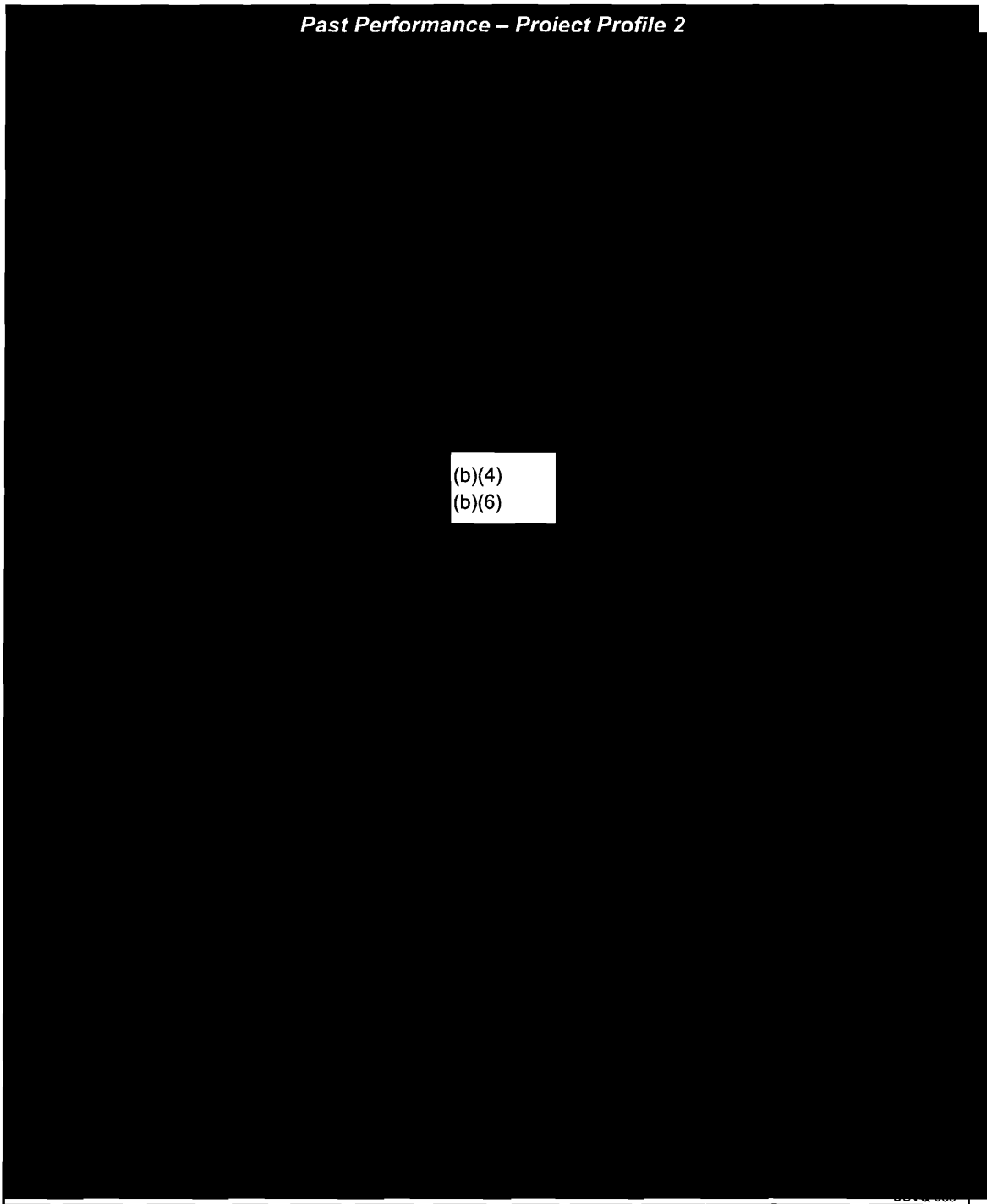


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USVQ 058



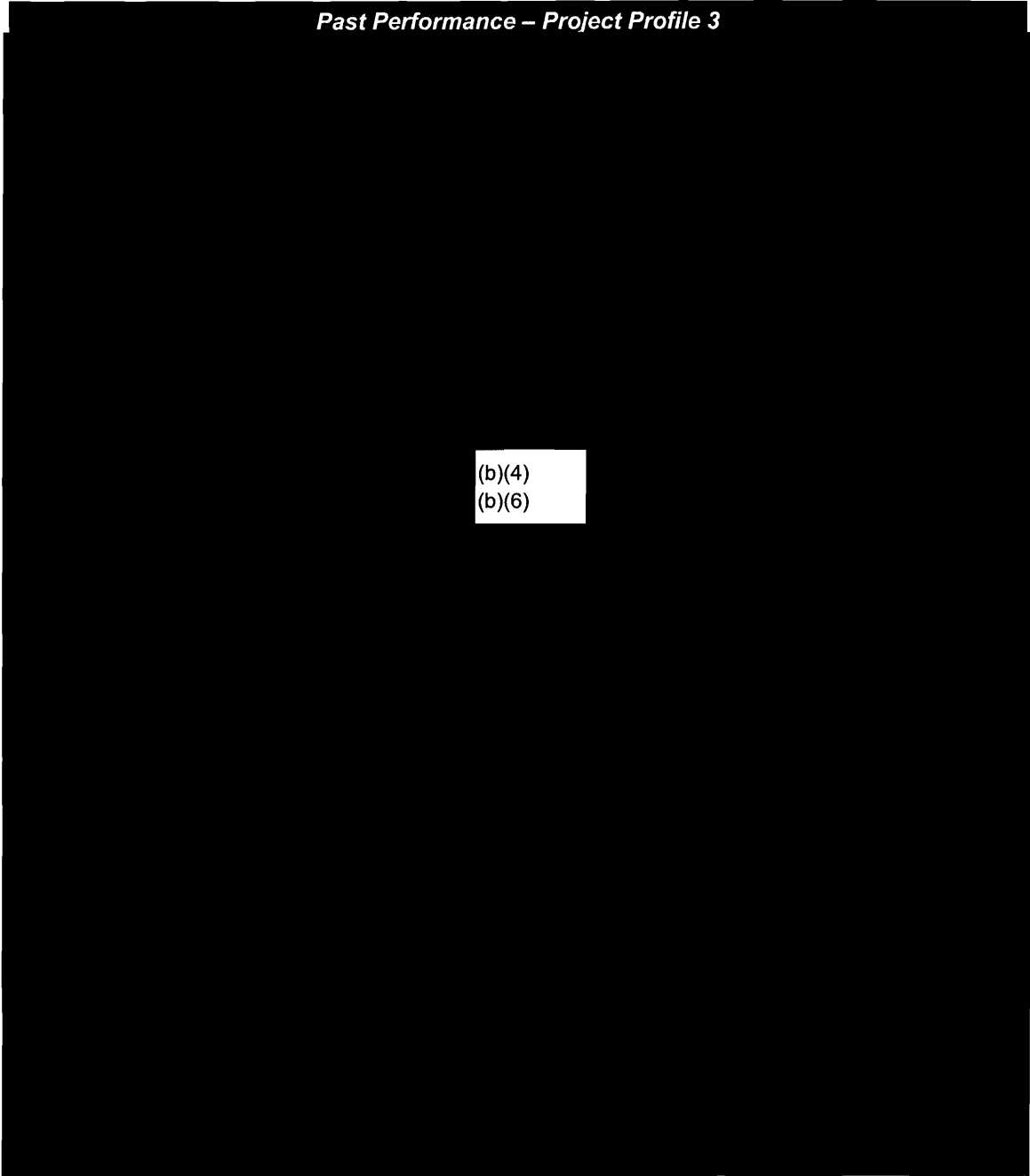
*Past Performance – Project Profile 2*



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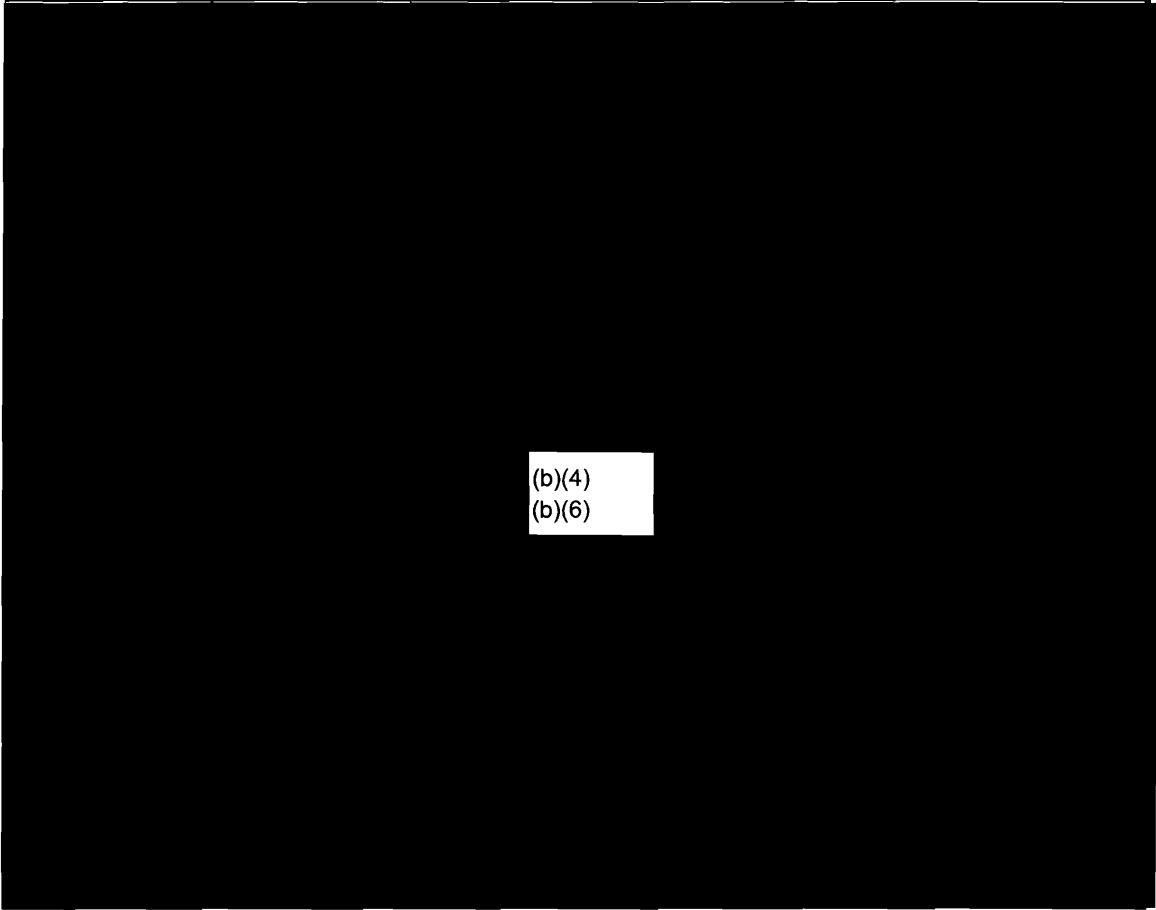
*Past Performance – Project Profile 3*



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*Past Performance – Project Profile 3*

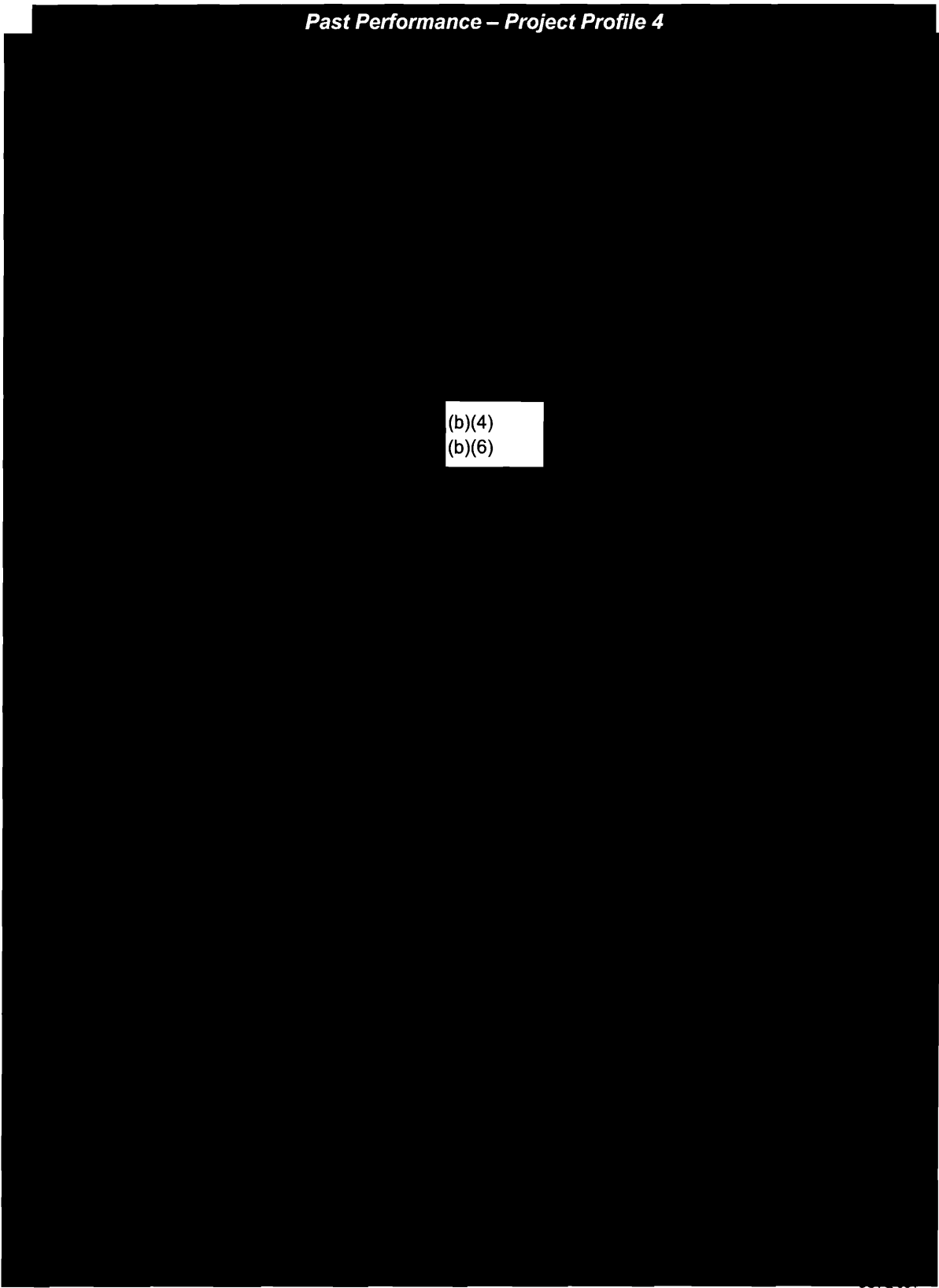


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USVQ 091



*Past Performance – Project Profile 4*

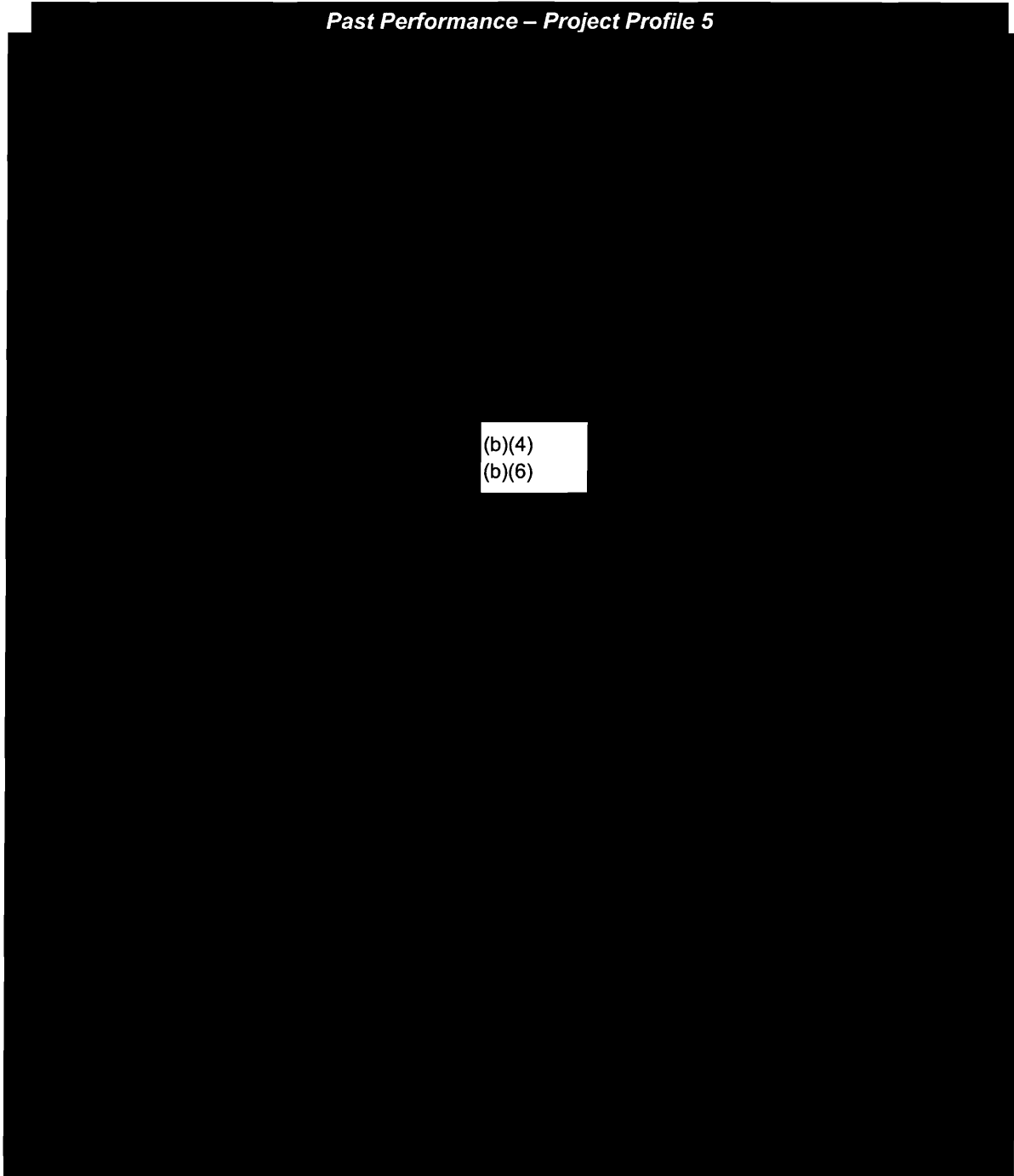


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*Past Performance – Project Profile 5*



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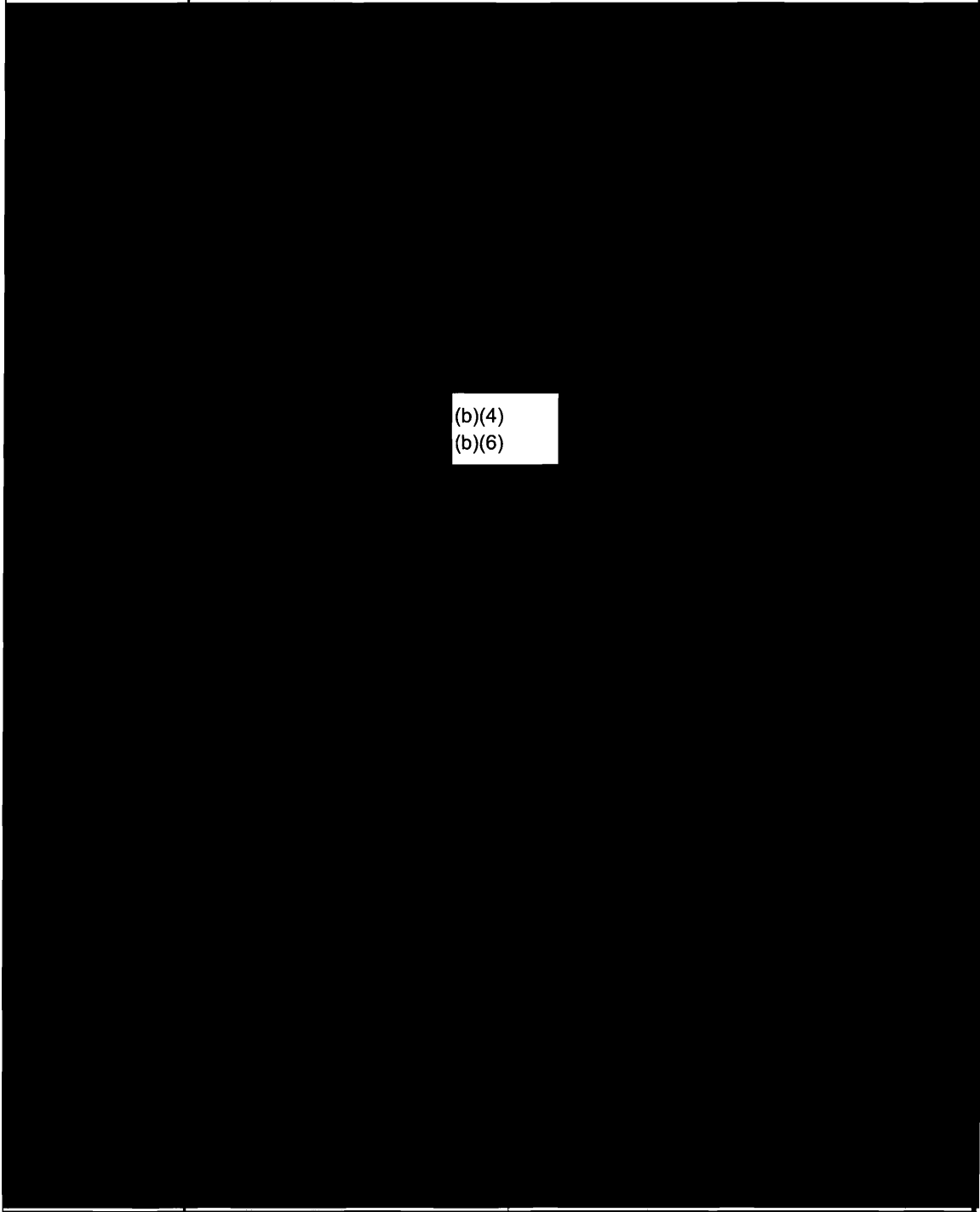


*Past Performance – Project Profile 5*

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*Past Performance – Project Profile 6*

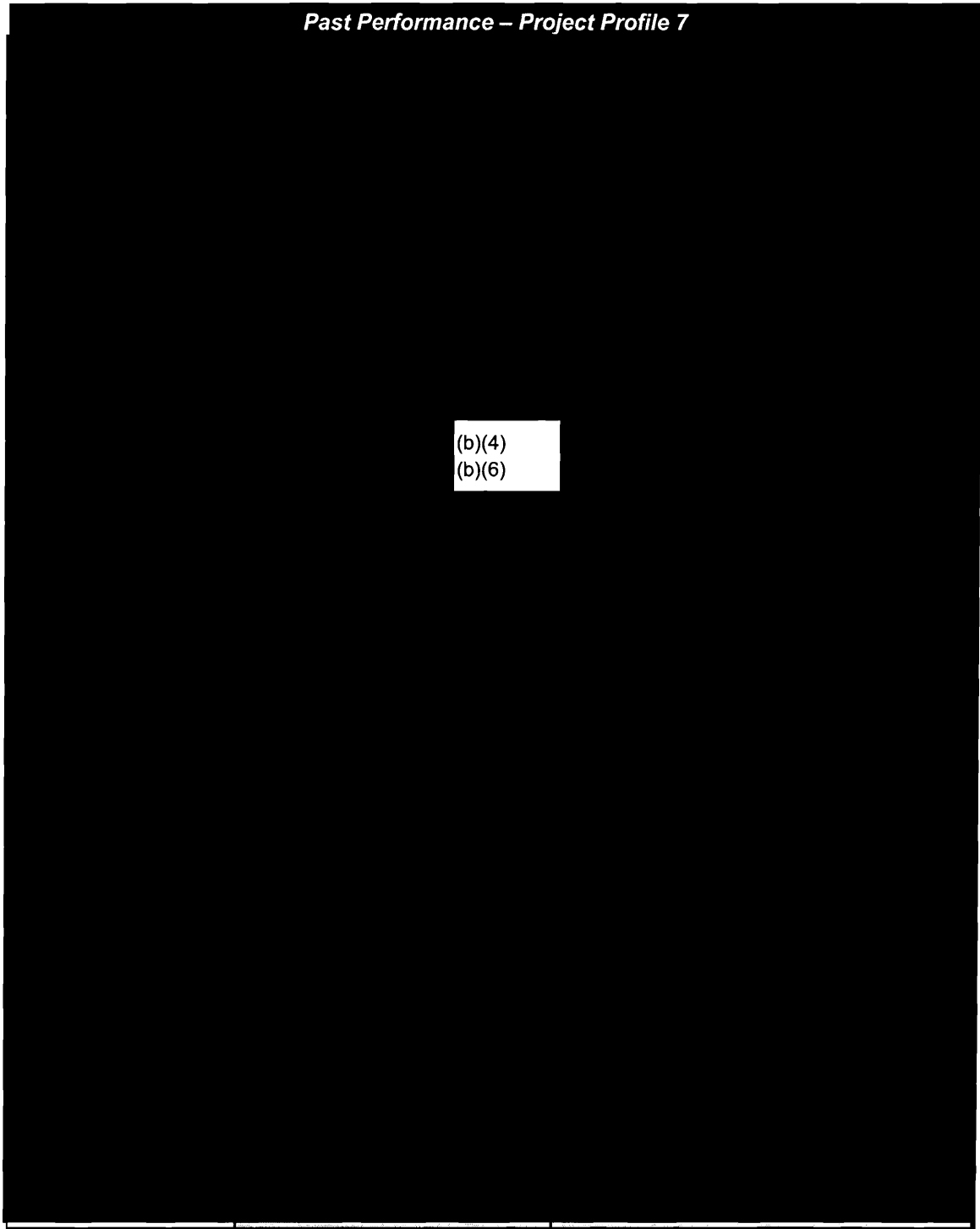


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USVQ 157



*Past Performance – Project Profile 7*



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USVQ 115



*Past Performance – Project Profile 8*

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USVQ 113