2.0 US-VISIT PROGRAM DEFINITION AND DESCRIPTION

Our integrated border management End Vision brings fresh ideas to meet new challenges. Our lifecycle approach, ▮▮▮ b(4) ▮▮▮ *uses an incremental release strategy designed to enhance national security, facilitate legitimate travel and trade, enhance our immigration system integrity, and conform with existing privacy laws and policies, while delivering business value in each increment.*

Scope. We have broadly defined our solution scope, shown in Figure 2-1, so the Department of Homeland Security (DHS) can optimize business processes across Customs and Border Protection (CBP), Immigration and Customs Enforcement (ICE), and Citizenship and Immigration Services (CIS). Our definition of scope extends US-VISIT beyond entry/exit to address a virtual border perspective that also includes pre-entry, status management, and analysis. Our definition

> **Our team has the experience to make US-VISIT a success**
>
> - Working experience with virtually all 19 US-VISIT legacy systems and critical role on 7 of the systems
> - Successfully implemented 13 international border management solutions
> - Over 300 years of INS experience on our core solution team
> - Recognized as the CRM integration leader by four top industry analysts
>
> USVP 195

of scope includes areas where DHS collaborates with other agencies to extend the border and achieve homeland defense. For example, Department of State (DoS) visa approvals process is a collaborative effort, where US-VISIT provides DoS information about the traveler, allowing authorization of travelers to take place well before traveler contact with the physical U.S. border.

2.1 Enterprise Business Process Model

We developed our enterprise business process model by first identifying the
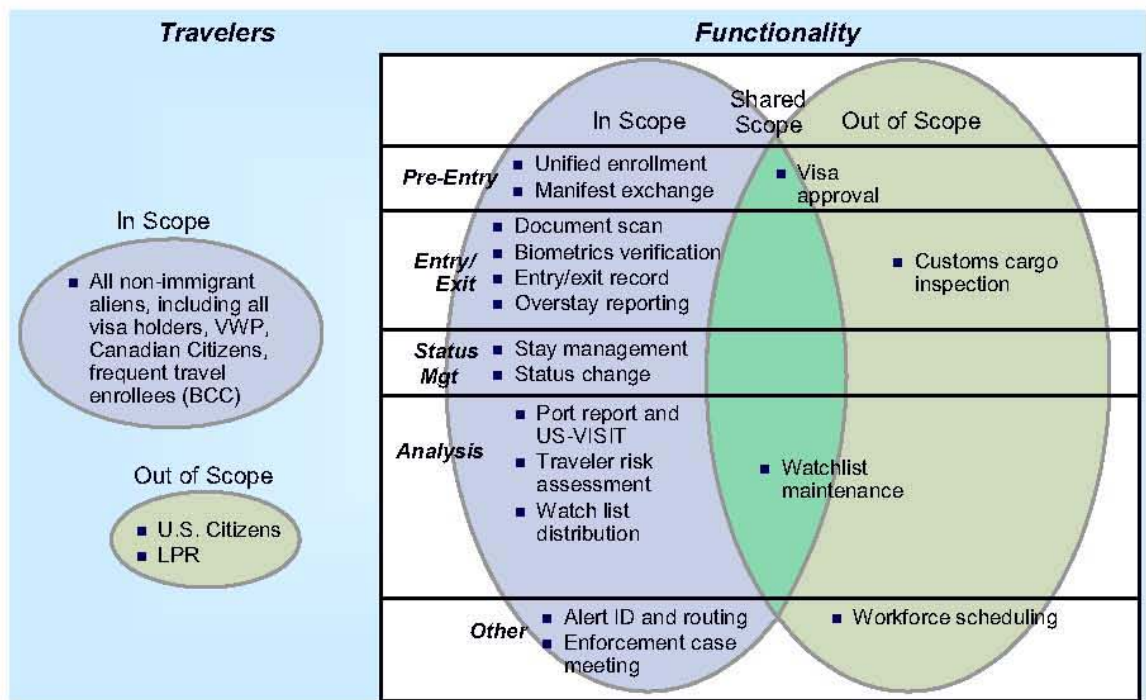
Figure 2-1. We broadly define scope so DHS can achieve optimized business processes across border management, status management, and enforcement

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture

2-1

business activities required for the five key business process areas (pre-entry, entry, exit, status management, and analysis); then ████████████████████████ [b(4)]

████████████████████████ We use the business model results to define the technology to support performance of the activities, and as ████████████████████████ [b(4)]

Our enterprise business model, shown in Figure 2-2, builds upon ████████████ [b(4)]

████████████████████████ unifies information [b(4)] about a traveler, improves its accuracy and meaning, and presents it at an appropriate level of detail for each user type and access method. However, our solution is ████████████████████████ [b(4)]

████████████████████████ Our enterprise business model also streamlines processes across agencies. For example, ████ [b(4)]
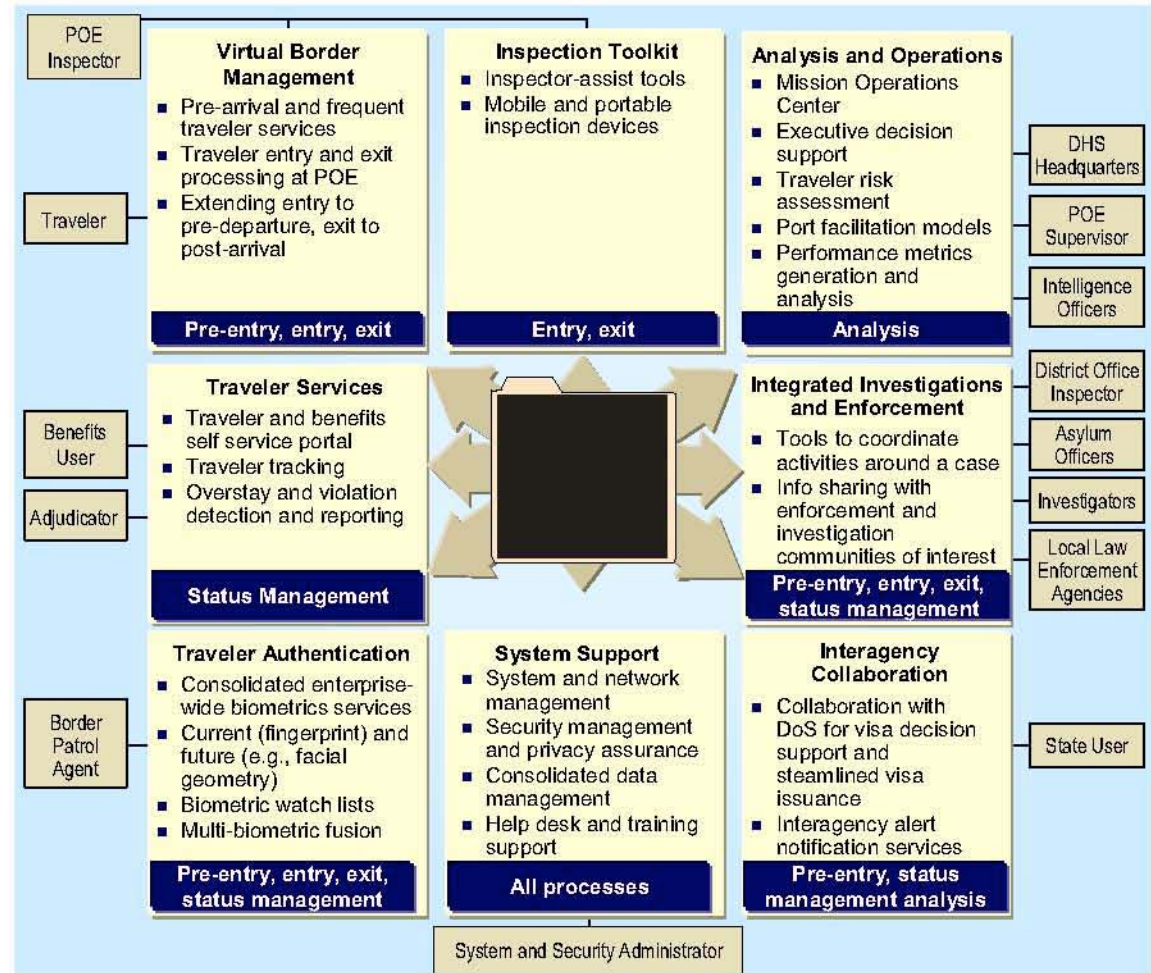
Figure 2-2. The operational areas of our US-VISIT solution, ████████████ [b(4)] ████████████ **facilitate interaction among DHS, DoS, the traveler, and other stakeholders, allowing optimization of end-to-end business processes**
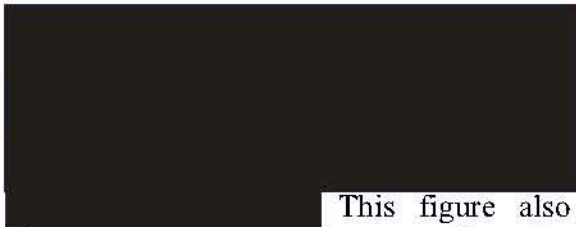
Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture

2-2

b(4)

b(4)

This figure also shows our concept for extending the border beyond the physical border: virtual border management includes the business processes of pre-entry, entry, and exit.

Stovepipe solutions are not enterprise solutions. Our US-VISIT solution eliminates tomorrow's stovepipes by making operational services available throughout the DHS enterprise. For b(4) example,

Translation of Desired Business Results into Operational Areas of Focus. To maintain focus on business outcomes, we use desired business results to drive the definition of operational areas of focus, which we depict in Figure 2-3. This figure highlights our vision for enhancing security and facilitation, as many operational areas have business drivers in both security and facilitation. We are experienced in enhancing both security and facilitation for DHS — the work we did for
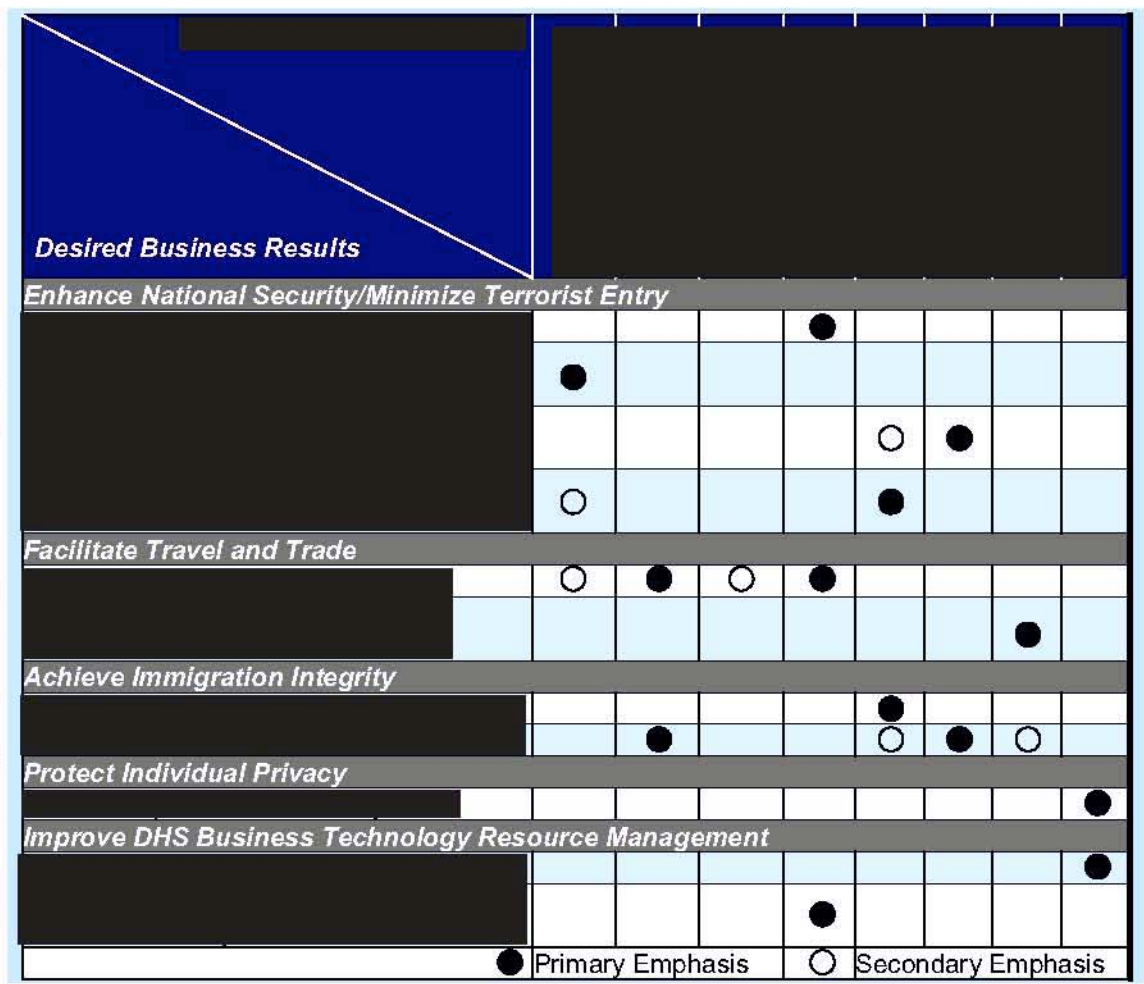
Figure 2-3. We define operational areas of focus from desired business results to promote business outcomes and improved business processes

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture

2-3

TSA at BWI airport improved the overall security screening process while increasing throughput by 42 more passengers per hour per lane.

Activities, Operational Functions, and Support Functions. In defining the US-VISIT enterprise business model, we identified ▊▊▊▊▊▊▊▊▊▊▊▊ b(4) ▊▊▊▊▊▊▊▊▊▊▊▊ (Figure 2-4). This figure shows how our definition of operational areas lead to a more effective organization by focusing on common business activities across pre-entry,

b(4)

USVP 227

Figure 2-4. Our operational areas of focus consolidate common business activities across the 5 key business processes to promote cross organizational efficiency

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture

2-4

entry, exit, status management, and analysis.

b(4)

Technical Solution and Components. We used our enterprise business model to develop a technical solution that supports the performance of the business activities. Our technical architecture, shown in Figure 2-5, centralizes processing to a primary data center

b(4)

a centralized architecture minimizes system development and operations costs while

b(4)

as determined by our preliminary reliability, maintainability, and availability analysis.

b(4)

Within the data center, our solution provides

b(4)

b(4)
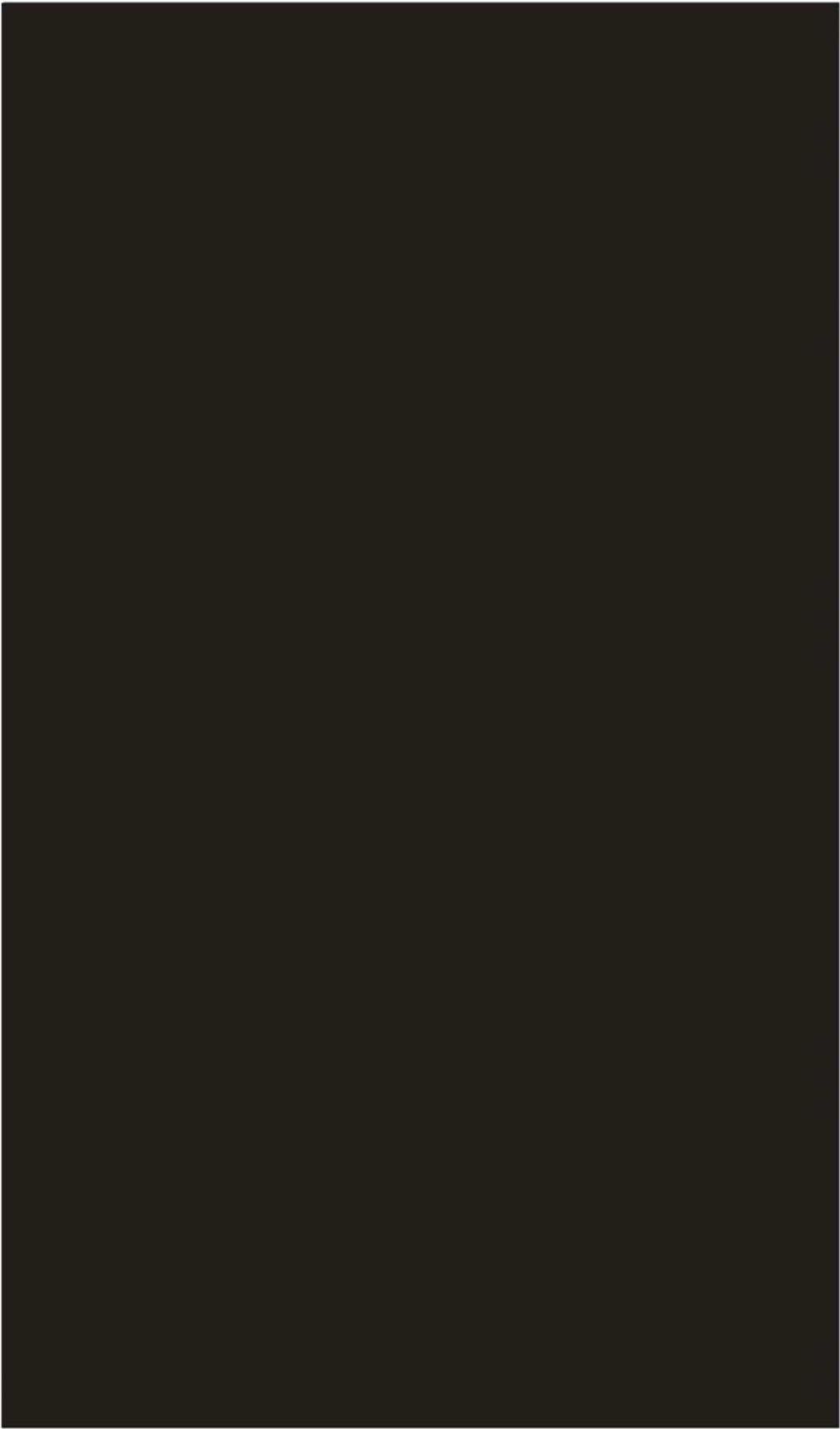
Refer to the End Vision Executive Summary for further information.

b(4)

We select hardware and COTS software appropriate for each major service,

b(4)

as we demonstrated on NASA's Earth Observation System Data and Information System Core System (ECS), the world's largest non-classified data system. During its 10-year incremental development and evolution phase, it supported yearly releases of new functions and two major technology refresh cycles while not breaking its fundamental architecture.

b(4)

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture

2-5

b(4

b(4)

b(4)

Figure 2-5. We develop our solution based on direct experience implementing large-scale multi-application data centers resulting in a solution that easily

Volume 3, Part A End Vision

USVP 145

> accenture

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

b(4)

The MOC also serves as the nerve center for adjusting policies based on national and regional threat levels and communicating the policy to system users and processes. Our policy-driven and agile solution immediately adapts business rules to the pre-defined set for a specific threat level.

b(4)

Logical Architecture. Our logical architecture, shown in Figure 2-6, provides a foundation for integrating new COTS while enabling seamless integration with legacy systems. Consistent with the Homeland Security Enterprise Architecture (HLS-EA),

b(4)

Biometrics is an area of rapid technology advancement; our enterprise

biometrics solution provides

b(4)

Biometrics middleware integrates specific biometrics technologies (2 and 8-print finger, face, and voice) with algorithms for multi-biometrics fusion and thresholds.

b(4)

We appreciate the challenge of how to present information across the diversity of user types (e.g., inspection officers at primary, other law enforcement officers, MOC users) and access methods (PDA-sized mobile inspection devices, portable inspection laptops, and fixed large monitors).
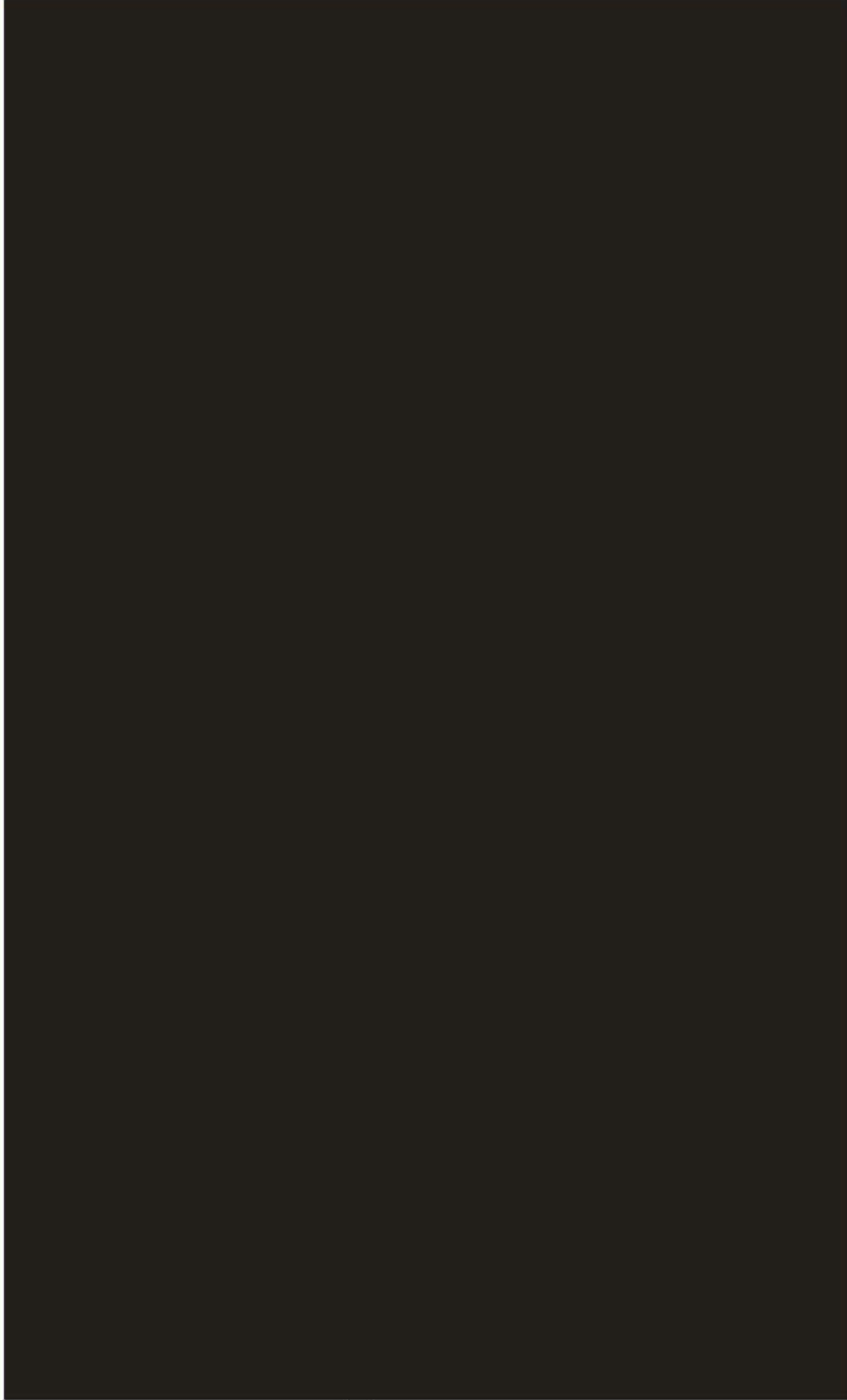
b(4)

b(4)

Our system of systems approach extends beyond the user to how we integrate with legacy and external systems.

accenture

b(4)

USVP-119

Figure 2-6. US-VISIT Logical Architecture provides a common framework for US-VISIT functions facilitating usability while reducing deployment and maintenance cost
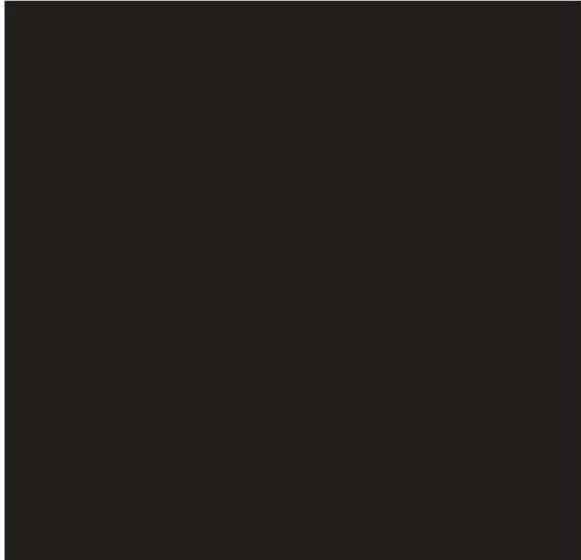
accenture

[b(4) — redacted image]

We applied this approach at the Defense Logistics Agency, where we successfully integrated and modernized five legacy systems supporting 30,000 users in 27 countries.

One problem with today's stovepipe legacy systems is redundant and inconsistent data. Today a traveler address may exist in six distinct systems, with the most current address not likely to be in each system. To solve this problem and make better use of the data in today's legacy systems, [b(4)]

[b(4)] Figure 2-7 summarizes [b(4)]

To give DHS a best-value and low-risk solution, we use COTS whenever there is a good product fit from a viable vendor. [b(4)]

We understand that DHS is not a commercial business and a traveler is not a customer, but fundamentally, the agency-traveler relationship is similar: the agency collects extensive information during first interaction with the traveler, and

[b(4) — redacted image]

USVP 126

Figure 2-7. [b(4)] optimized US-VISIT system architecture

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture

2-11

then records each subsequent interaction. [b(4)] ██████████ a CRM solution organizes data around the customer, with open interfaces to support integrating analysis and reporting products. Accenture, the #1 worldwide integrator of CRM solutions, has extensive experience with leading CRM products. We estimate that using a CRM solution, within vendor-allowable configuration and customizations, [b(4)] could satisfy ███ of the core requirements for the entry/exit application, including the most difficult requirements involving transaction integrity and relationship-oriented data schema, with the remaining [b(4)] ███ delivered as custom software.

2.2 Incremental Release Strategy

In this section, we first describe how we use Decision Economics to determine the best-value allocation of business functionality for each increment. We then discuss our overall approach for assessing legacy systems: how we determined which should remain, and which should be retired, modernized, or enhanced as part of our US-VISIT solution. We then provide the summary overall incremental release picture and a detailed description of each increment.

[b(4)] We deliver our US-VISIT End Vision solution over ███ increments. New capabilities are delivered each year,

[b(4)] ██████████████████████

the desire to rollout a new capability as soon as it is developed with the pragmatism of gathering enough substance in an increment to make a national deployment and training drive cost-effective. Our yearly incremental release strategy also helps

[b(4)] ██████████████████████

[b(4)] ██████████████████████

Allocation of Business Functionality. Figure 2-8 shows how we use [b(4)] ████

[b(4)] ██████████████████████

Subject matter experts evaluate the inputs, and the output provides a framework for evaluating which capabilities bring the most business value to DHS for a specific incremental release. ██████████████████ incorporates the [b(4)] following elements:

- Our strategy to first secure, then expand the U.S. border
- The need to facilitate the flow of legitimate travel and trade
- The deployment of functions in accordance with existing privacy laws and policies
- The legislative requirement deadlines to be met

Our incremental release strategy

[b(4)] ██████████████████████

Our approach also delivers value in each increment, enabling continued funding of future increments.

Legacy Transition Strategy. US-VISIT evolves as an integrated system-of-systems, capitalizing on existing legacy capabilities while introducing new technology and business processes over time to deliver a common, integrated view

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture

2-12

Considerations
- Security
- Facilitation
- System Integrity
- Privacy
- Legislation
- Operational Acceptance
- Operational Cost
- Risk

Resource Mgmt. ■ Privacy ■ Facilitation ■ Security ■ Immigration Integrity

USVP-051

Figure 2-8. Our release strategy [b(4)] *so that each increment delivers business value* [b(4)]

[b(4)] of traveler activities. Through the [b(4)] applications, data, workflow, disparate systems and operations are aligned and integrated within the HLS-EA.

To support this vision, our legacy transition plan builds for the functionality to be delivered in year 2010, while focusing on delivering improved performance and value early. As shown in Figure 2-9, our plan addresses the key drivers for integration success.

Our team has the collective capabilities to meet the significant legacy integration challenges US-VISIT presents. We know how to integrate and modernize large, complex legacy systems for Government agencies, including DoS, INS, Customs, DLA, and USPS. In addition, we have direct working experience with virtually every US-VISIT legacy system, including ADIS, IBIS, IDENT, CLAIMS, SEVIS, ENFORCE, CLASS and CCD. As an example, AT&T, a key partner in our Alliance, designed and built the CLASS name checking application for the DoS.
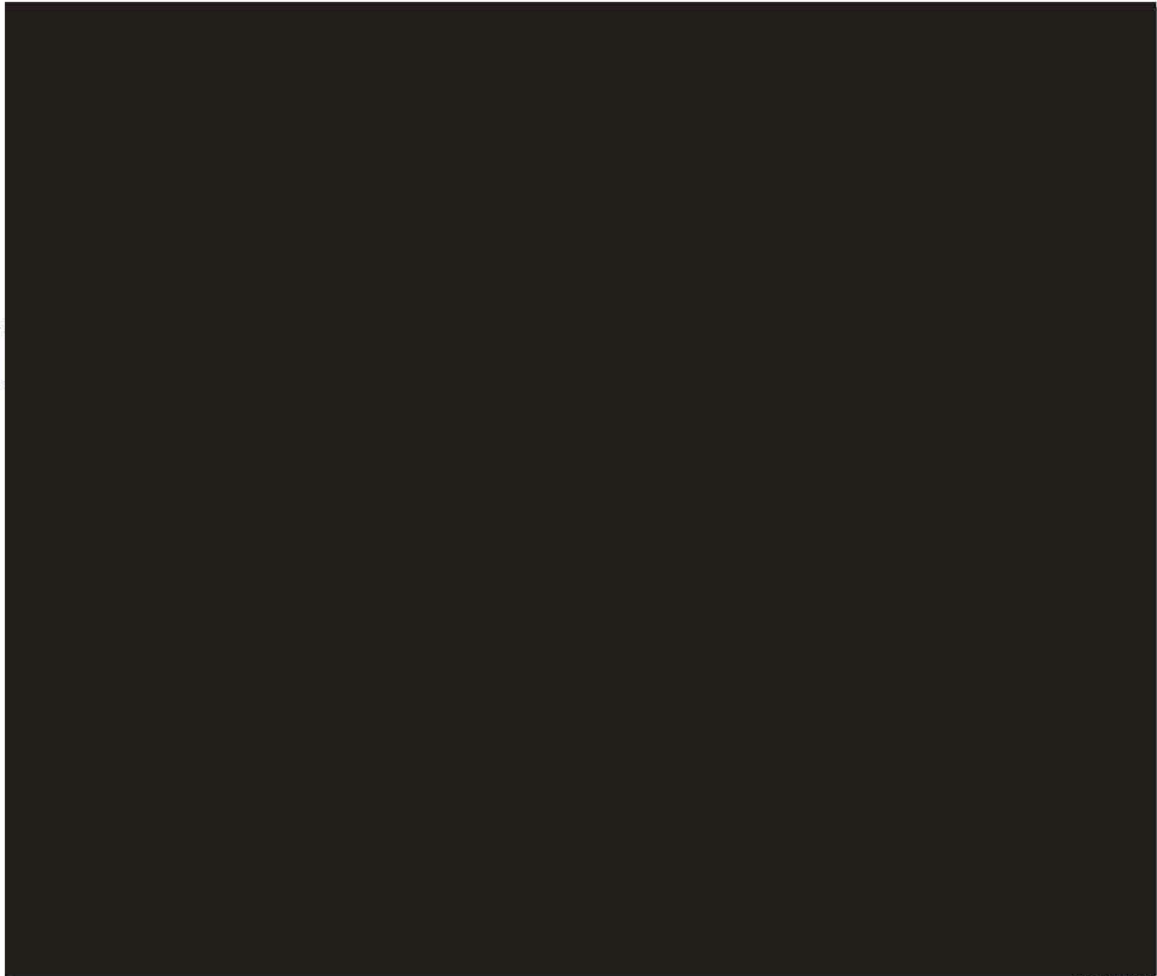
Reduced Risk Through Teamwork. Our legacy transition approach reduces risk by utilizing current legacy contractors, Government Subject Matter Experts, and former Government executives on our team [b(4)]

as key team resources. We also [b(4)] use our existing relationships with virtually every systems integrator, software, and hardware vendor currently working on US-VISIT. For example, today, through our DHS STARS contract, we are working with Lockheed Martin and CSC to support US-VISIT legacy systems.

Legacy System Selection Rationale. Our rational for how to handle legacy systems, born out of lessons learned across our Alliance in similar integration projects, first focuses on determining whether a legacy system is required to support a current or future US-VISIT business process. Figure 2-10 includes an overview of the rationale including the methodology and scale behind the selection process. If a legacy system is required, detailed cost benefit analysis determines whether the legacy system is a candidate for retirement, replacement, integration, or enhancement. The analysis focuses on the technical quality of the legacy system (e.g. scalability, extensibility, and support for the HLS-EA) and its support of the US-VISIT business case (operations and maintenance costs) and new business processes.

[b(4)]

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)
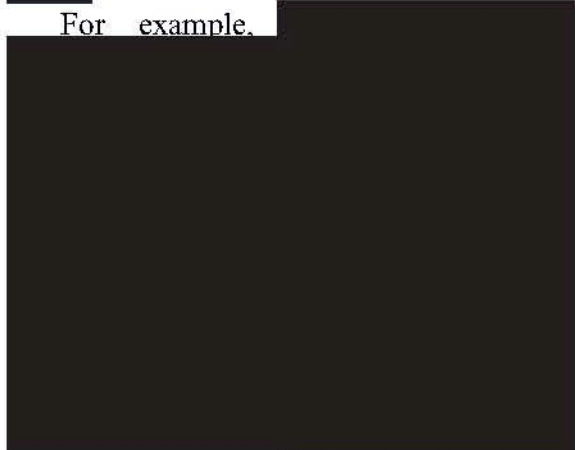
accenture

2-13

b(4)

USVP 067

Figure 2-9. US-VISIT evolves as an integrated system-of-systems, achieving the goals of legacy integration through reuse, modernization and retirement

b(4)

b(4)

For example,

The results of our analysis feed into our legacy transition plan. Our plan first focuses on the functionality US-VISIT delivers in year
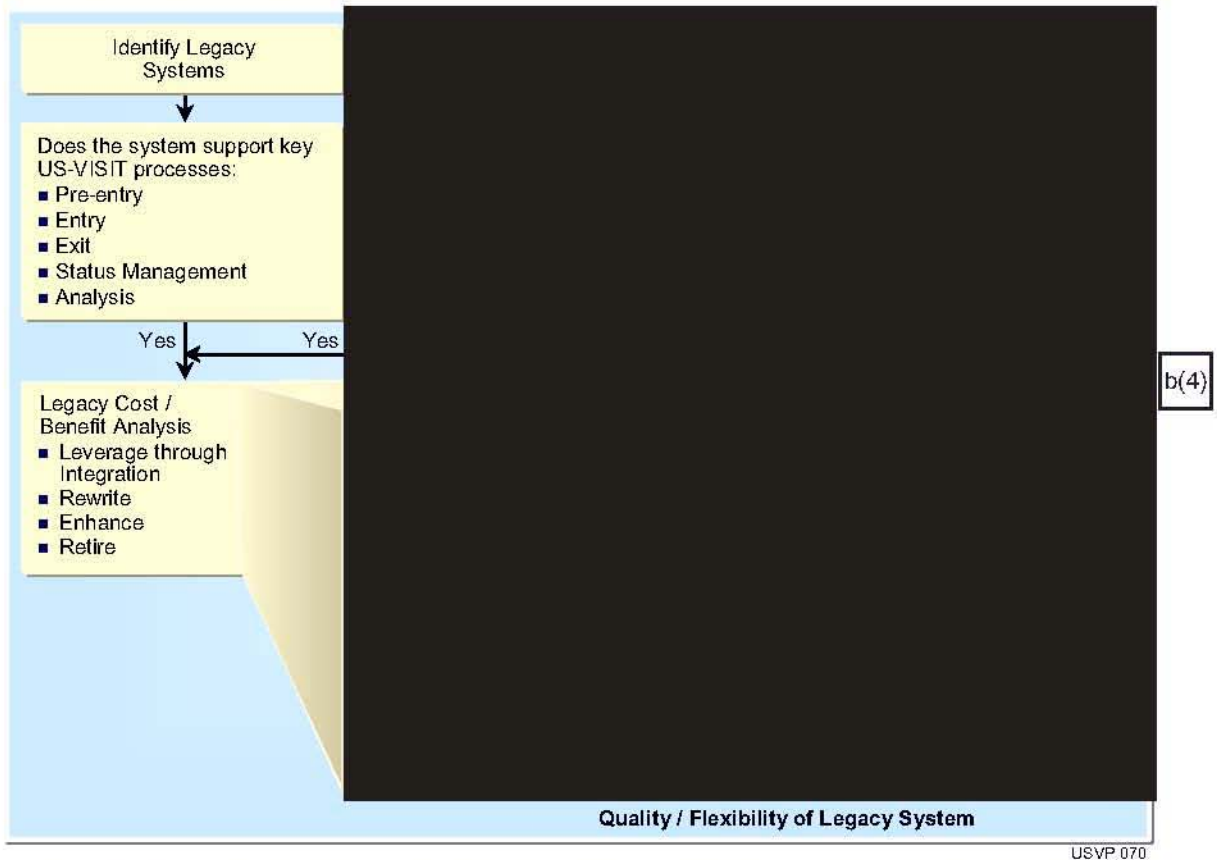
b(4)

b(4)

b(4)

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture

2-14

Figure 2-10. Our methodology for selecting legacy systems to integrate, rewrite, enhance
or retire emphasizes improving operational value

Legacy Transition Plan Overview.
As shown in Figure 2-11, our legacy transition plan [b(4)]

At the same time, our plan stays aligned with our End Vision and the HLS-EA, while maintaining operational continuity across DHS and collaborating agencies.

The plan reduces implantation risk and maintains operational continuity by reusing [b(4)]

These systems are used long-term, maximizing their Return on Investment (ROI) in their as-is state, or through incremental enhancement and modernization (technology refresh).

Incremental Release Picture. Figure 2-12 summarizes the overall incremental release strategy and projects summary investment benefits. Figure 2-13 extends the summary to include additional detail and projections such as operational and technical descriptions, legacy system updates, and changes to business processes and policies within each increment.

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture

2-15

Targeted Legacy Systems

Our legacy transition plan targets the 21 legacy systems listed in Section C.5.3 of the RFP (shown in red), plus ▮ additional systems (shown in green).

ADIS, APIS, CCD, CIS, CLAIMS, CLASS, ▮▮▮ **GES, IAFIS, IBIS, IDENT,** ▮▮▮
▮▮▮ **INSPASS, NAILS II,** ▮▮▮ **NEXUS, NIIS,**
OARS, PALS, SENTRI, SEVIS, ▮▮▮

USVP 188

Figure 2-11. We maximize legacy ROI, reusing ▮ of the legacy systems we targeted, while delivering yearly cost savings starting in ▮ and escalating to over ▮

Our End Vision dictates the necessary functions, and ▮▮▮ places the functions into the appropriate increment. For example, ▮▮▮

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture

2-16
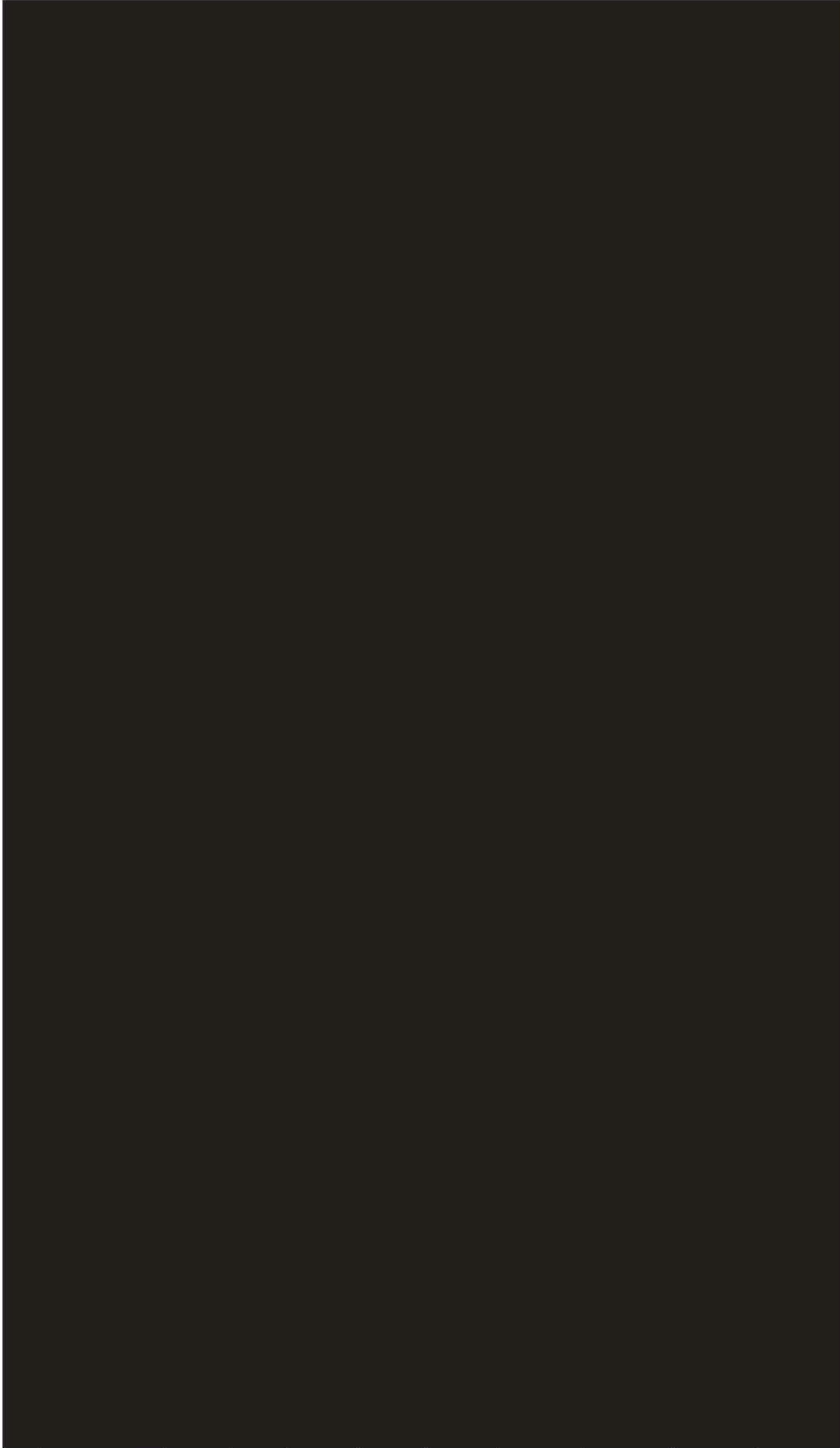
b(4)

Figure 2-12. Our implementation plan couples innovative technology with process improvement to deliver the desired business results throughout the program lifecycle

USVP 201

Volume 3, Part A End Vision

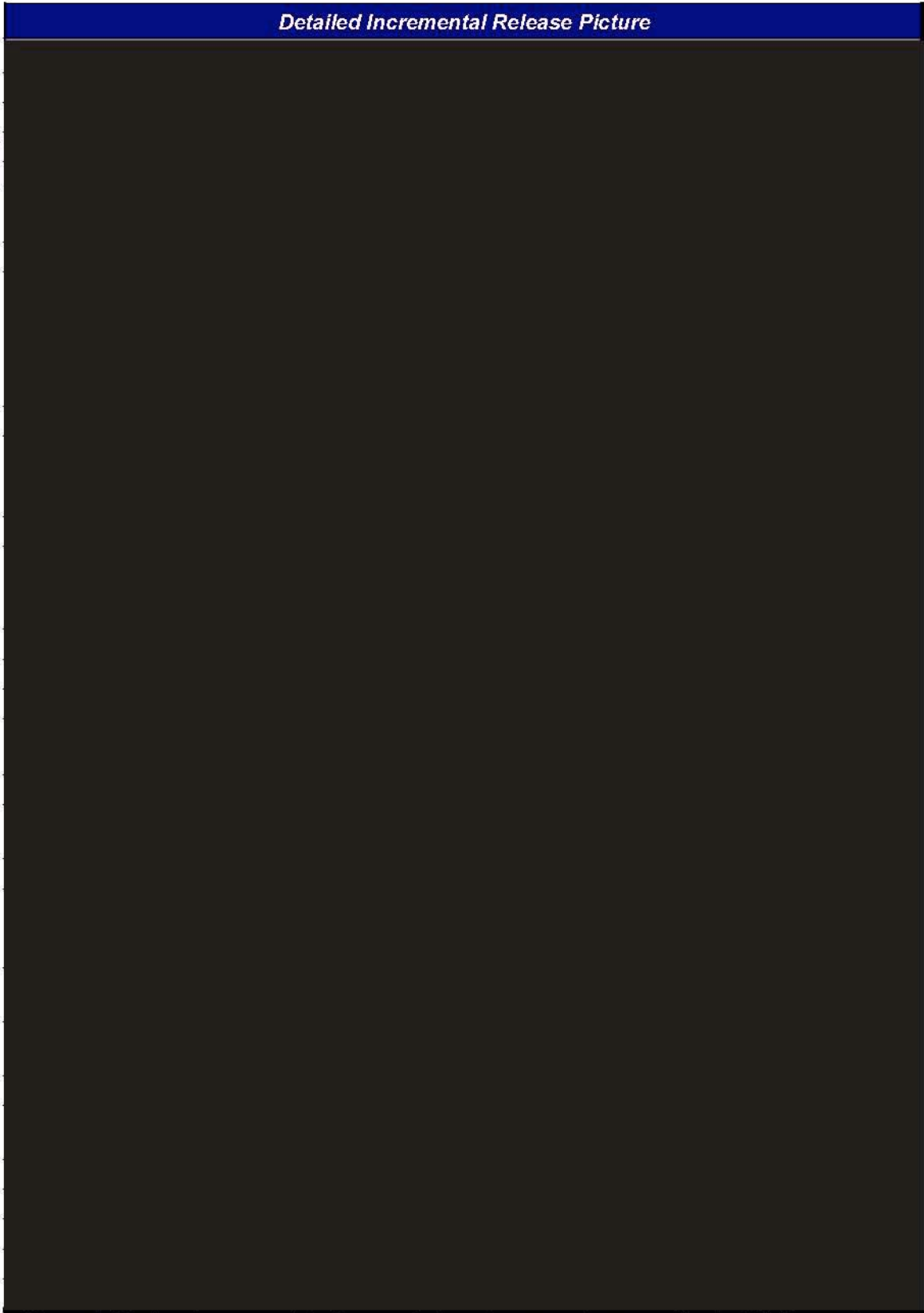accenture

Detailed Incremental Release Picture

b(4)

Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 1 of 15)

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture

2-19

Detailed Incremental Release Picture

b(4)

Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 2 of 15)

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture
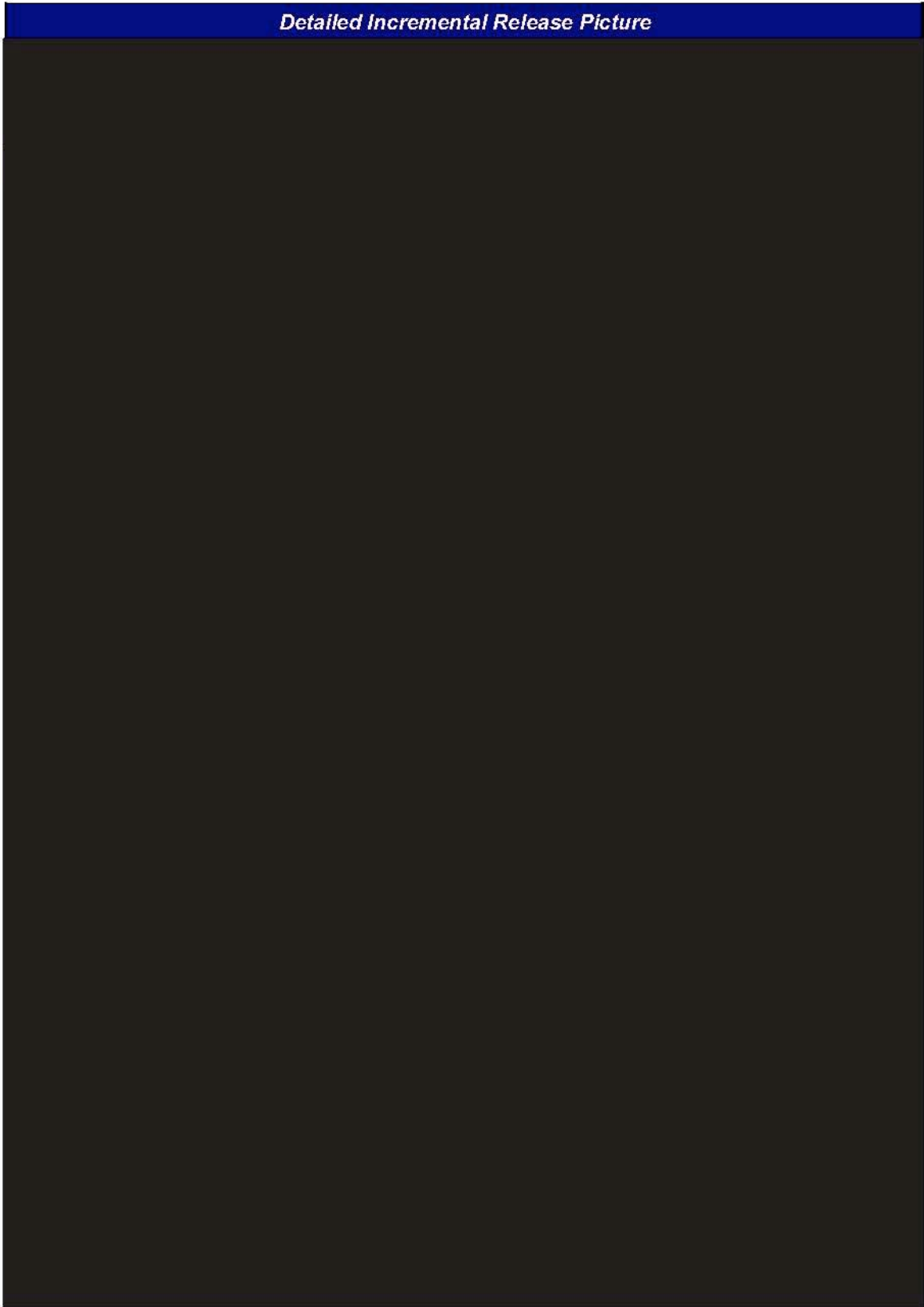
2-20

Detailed Incremental Release Picture

b(4)

Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 3 of 15)

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture
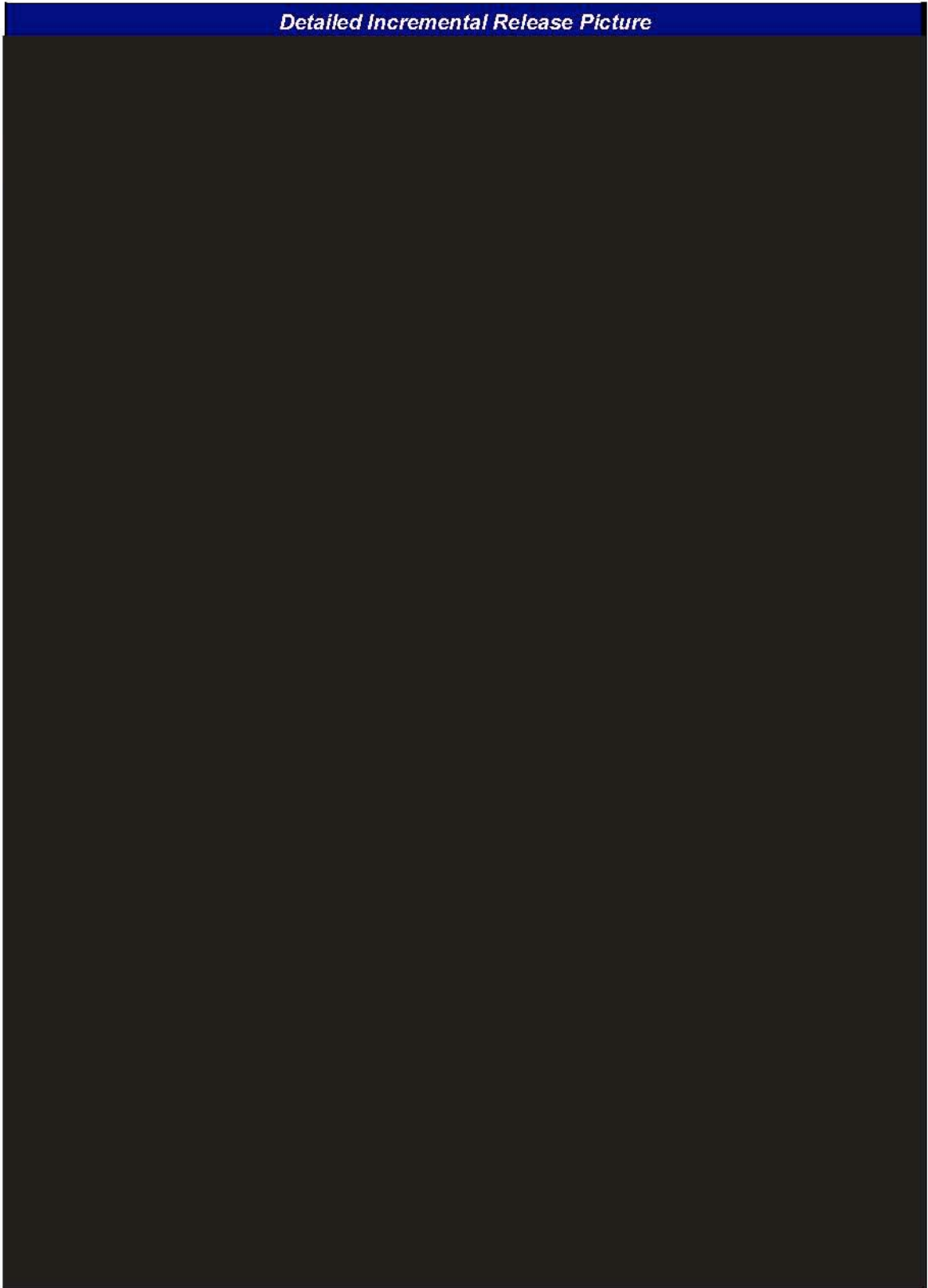
2-21

Detailed Incremental Release Picture

b(4)

Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 4 of 15)

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture
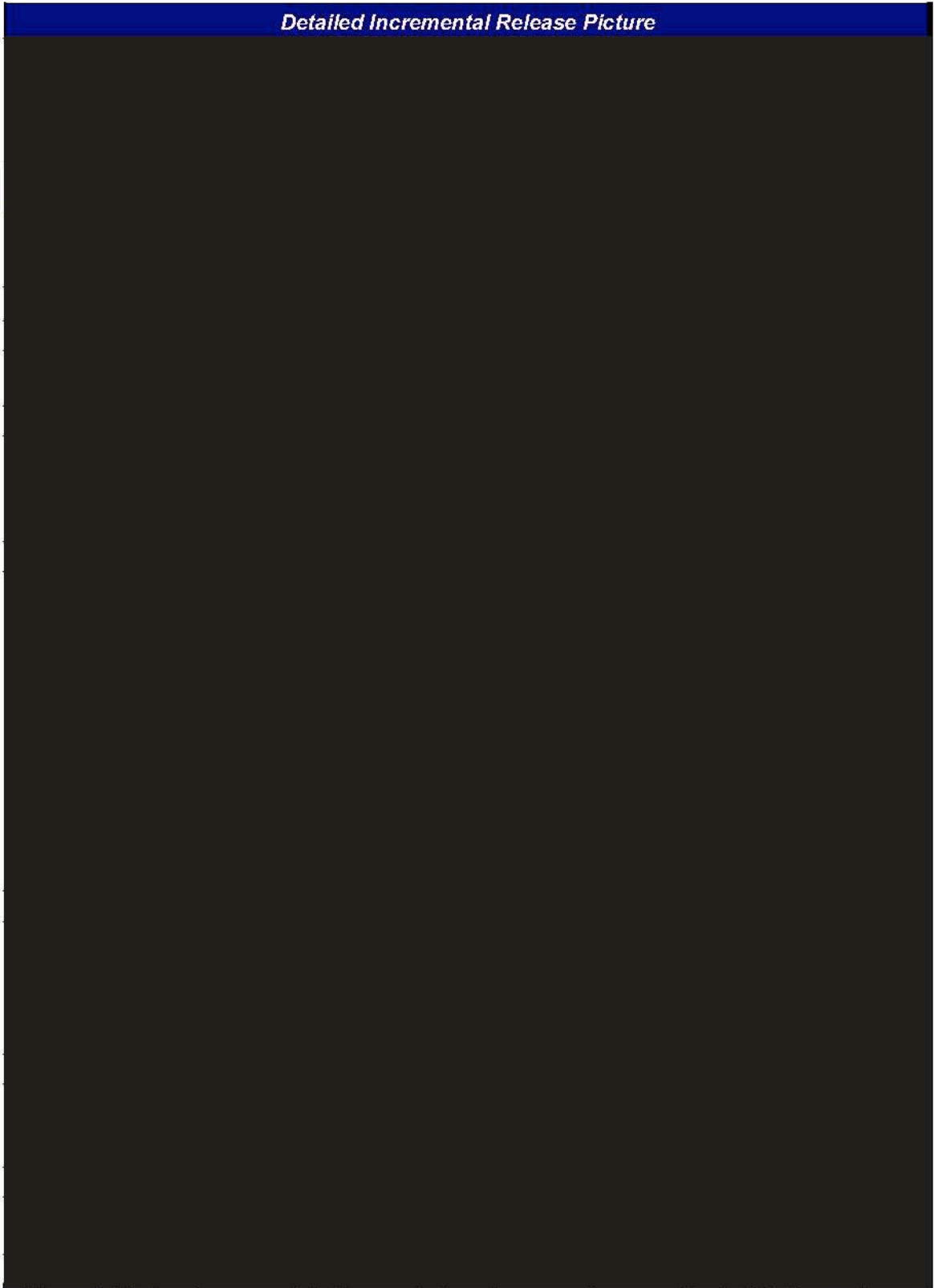
2-22

Detailed Incremental Release Picture

b(4)

Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 5 of 15)

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture

2-23

Detailed Incremental Release Picture

b(4)

Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 6 of 15)

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture
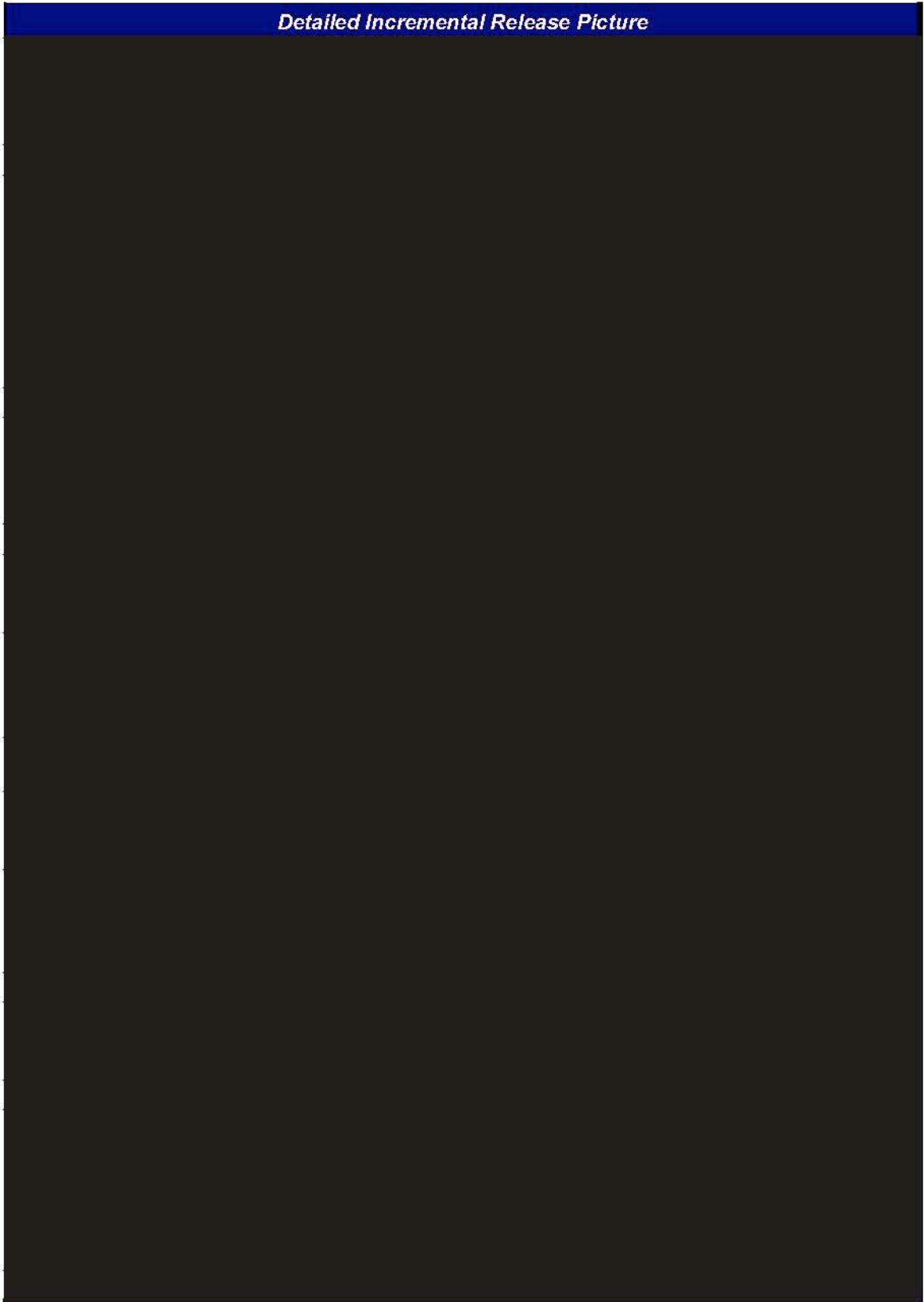
2-24

Detailed Incremental Release Picture

b(4)

Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 7 of 15)

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture
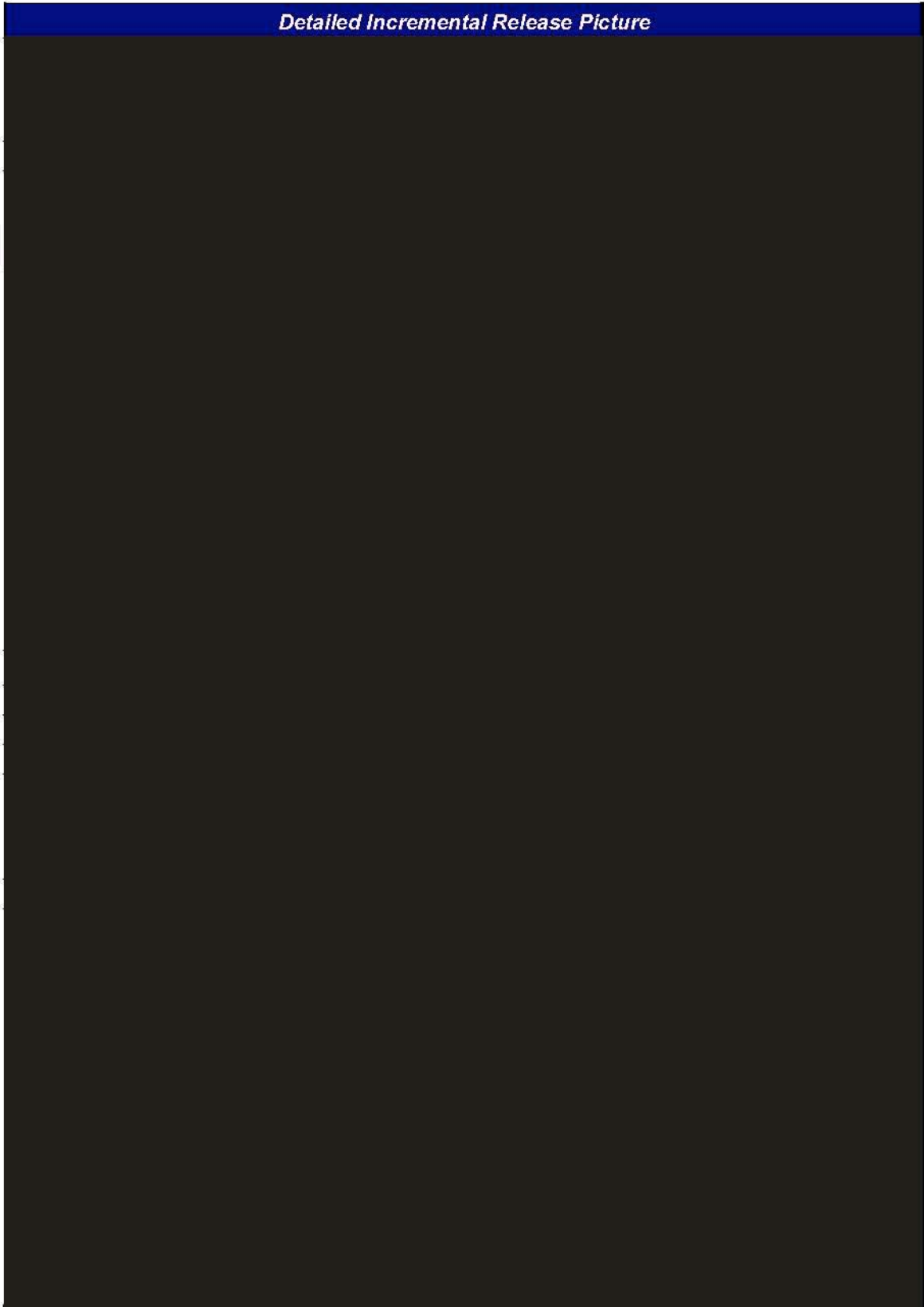
2-25

Detailed Incremental Release Picture

b(4)

Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 8 of 15)

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture
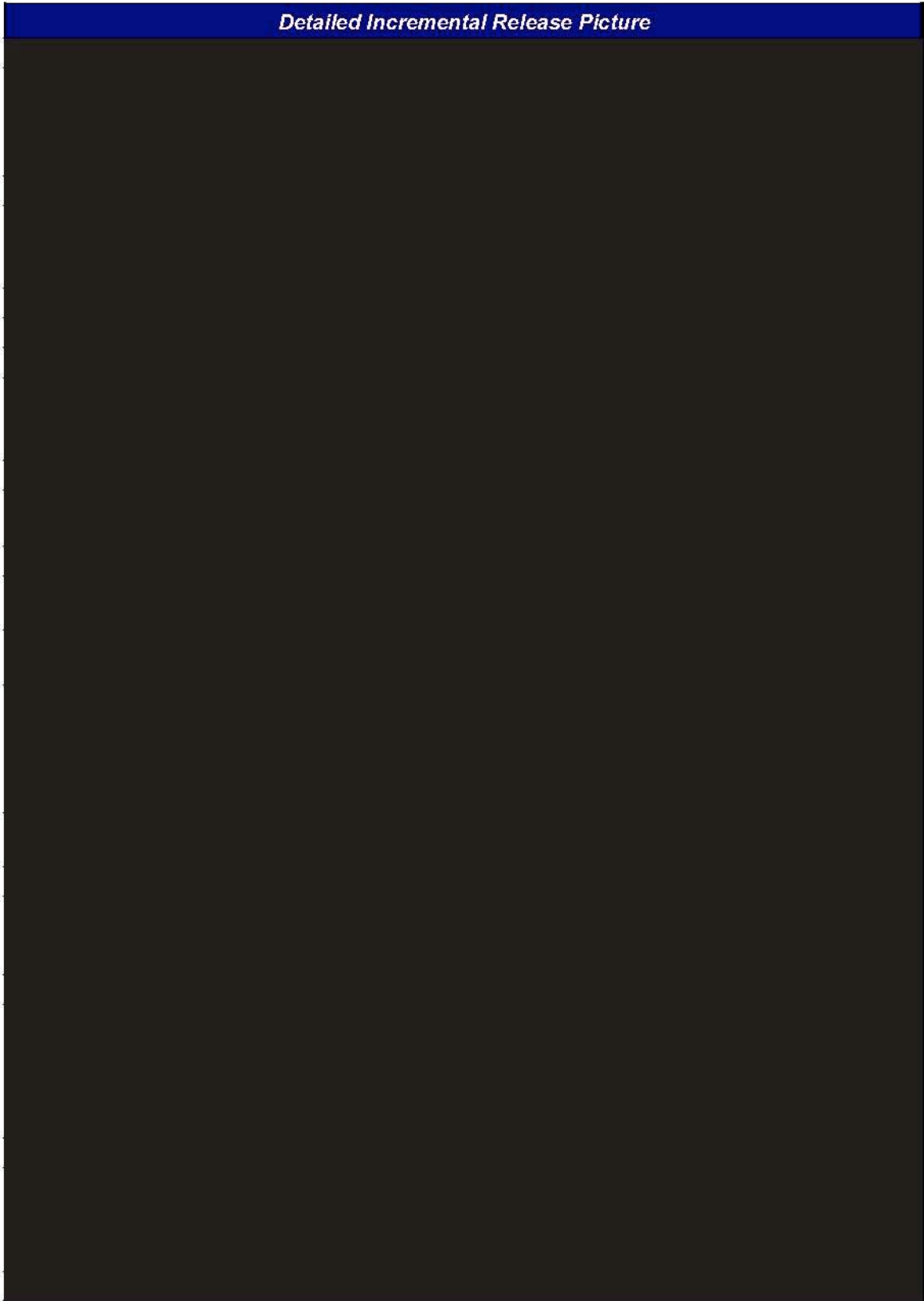
2-26

Detailed Incremental Release Picture

b(4)

Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 9 of 15)

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture
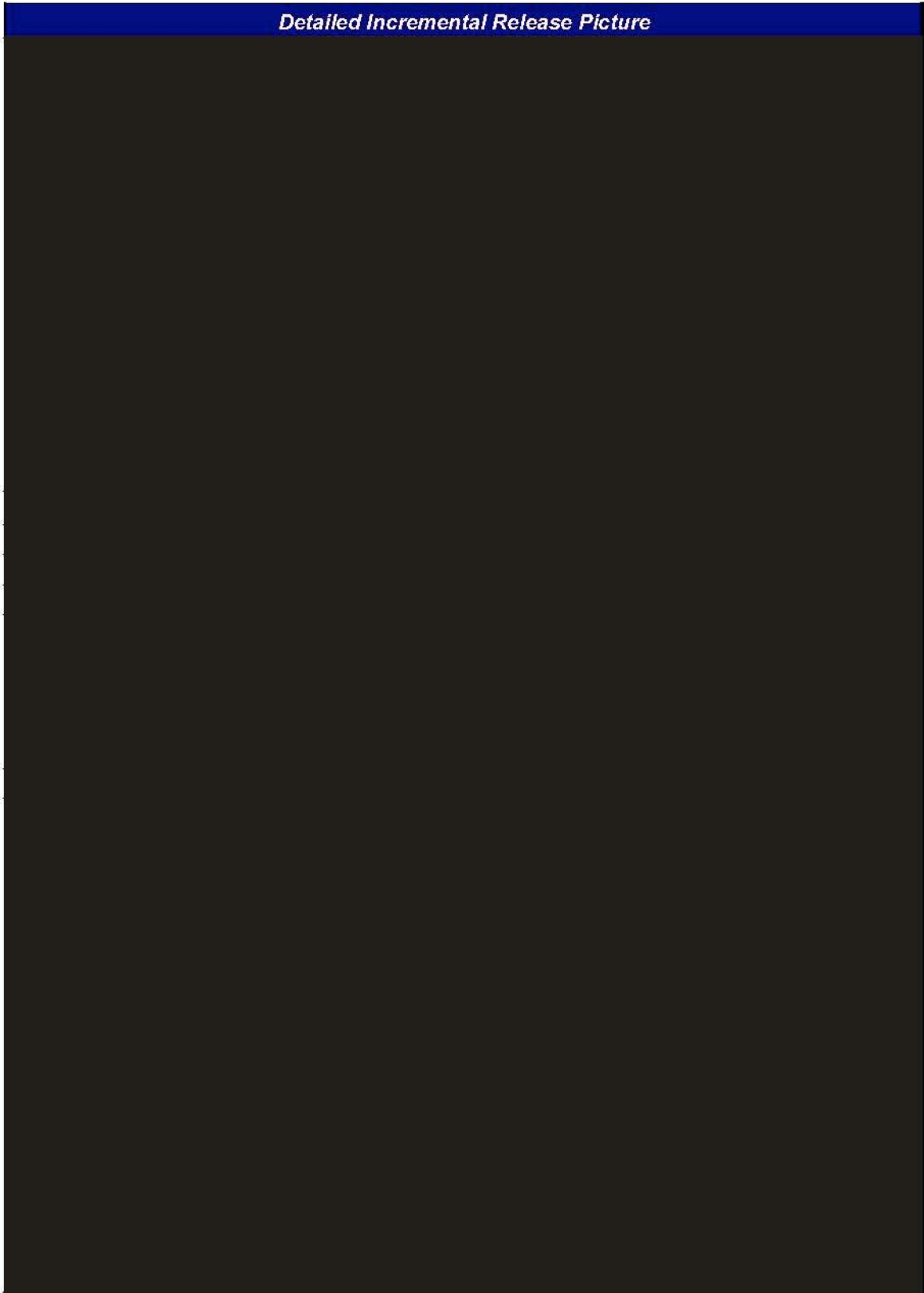
2-27

Detailed Incremental Release Picture

b(4)

Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 10 of 15)

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture
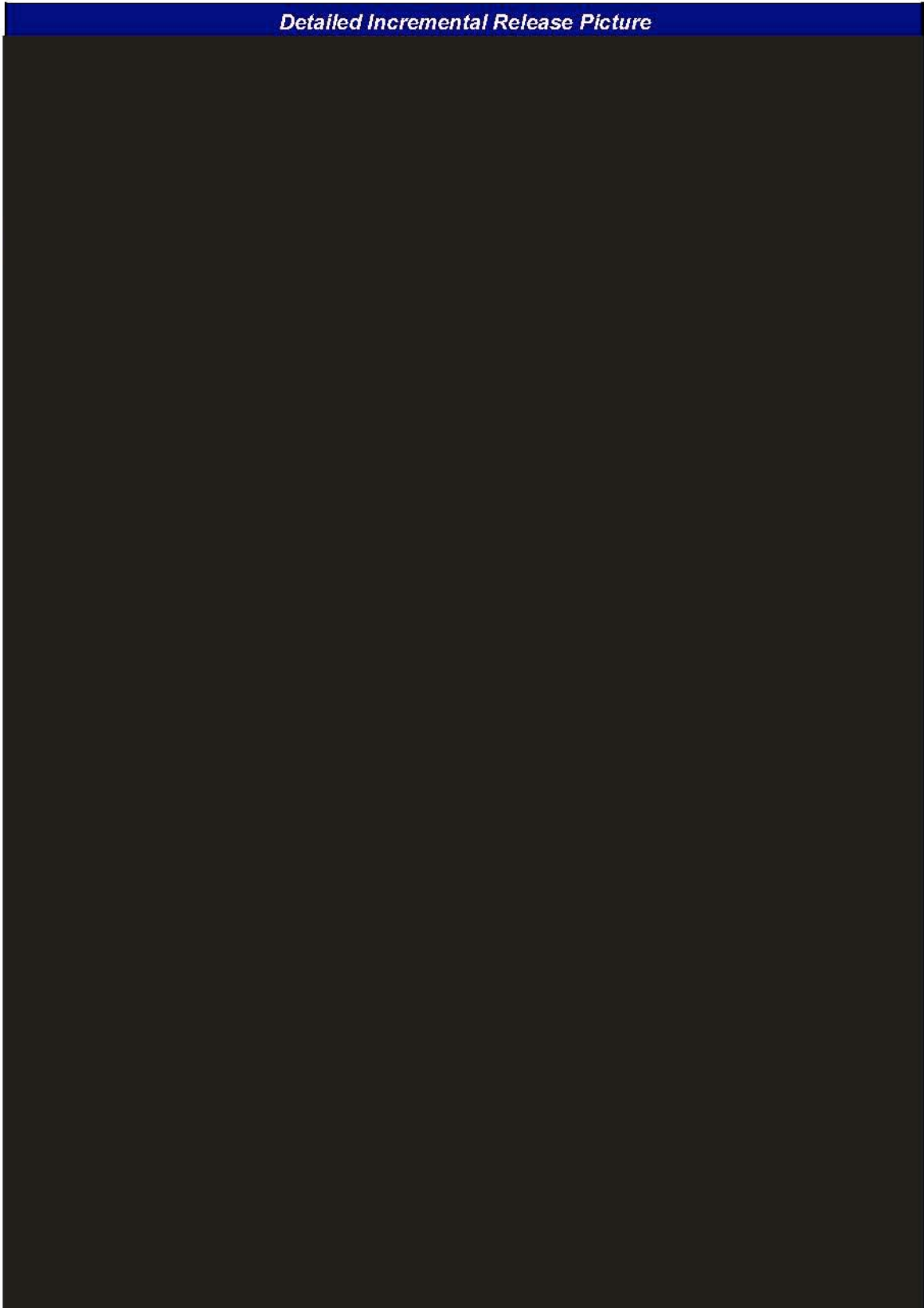
2-28

Detailed Incremental Release Picture

b(4)

Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 11 of 15)

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture

2-29

Detailed Incremental Release Picture

b(4)

Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 12 of 15)

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture
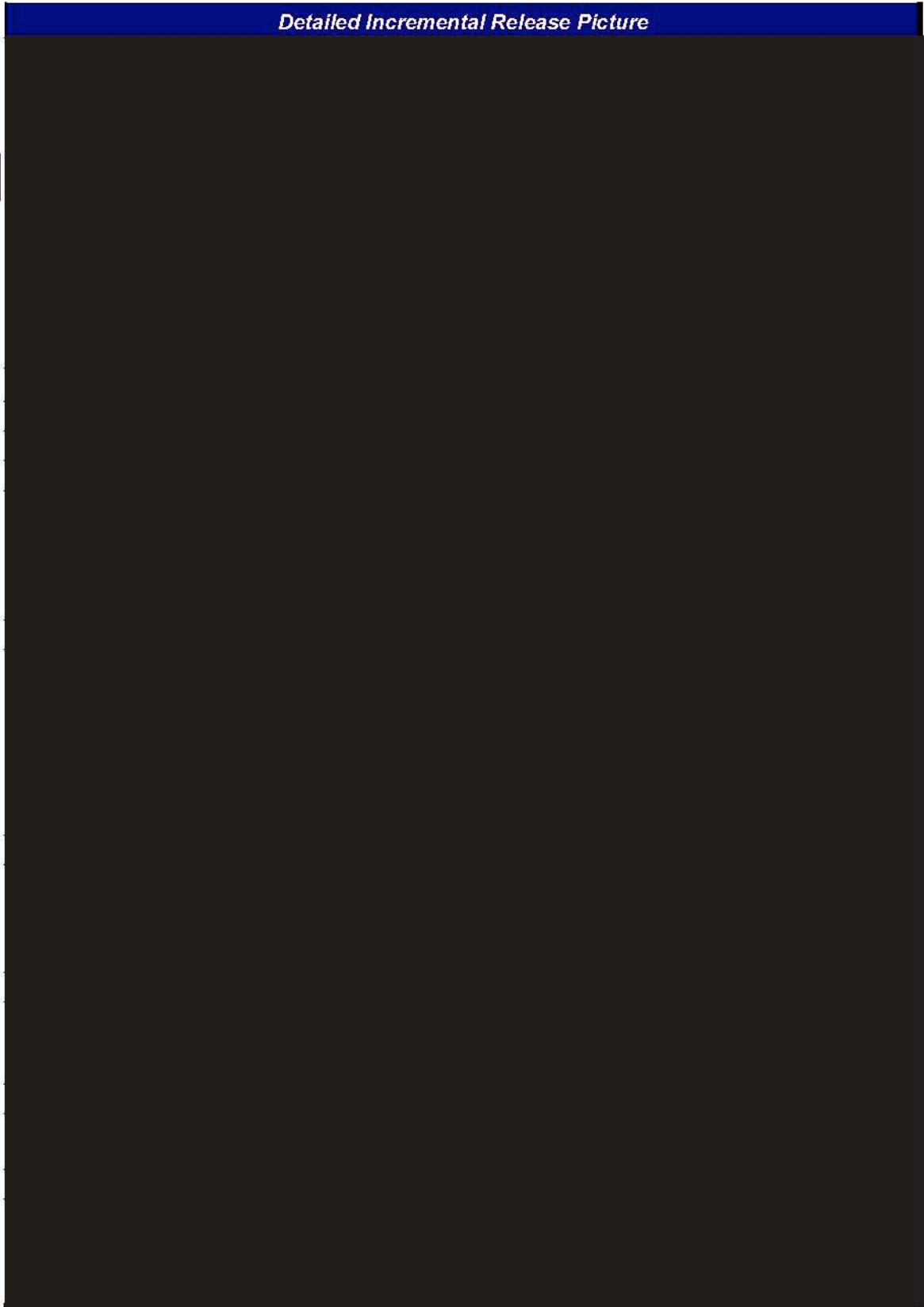
2-30

Detailed Incremental Release Picture

b(4)

*Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy,
and legislation to deliver business value and success in each increment (sheet 13 of 15)*

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture
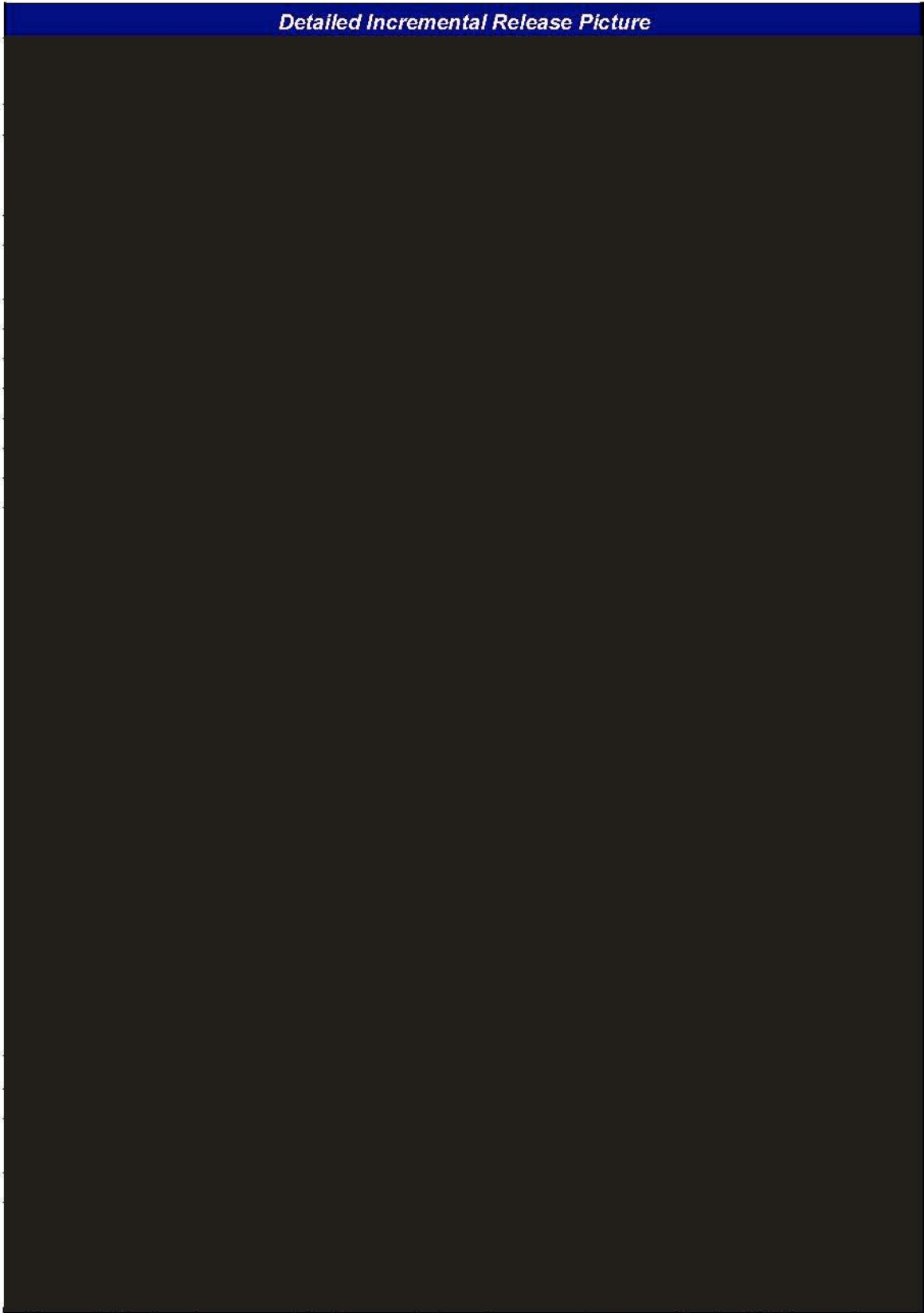
2-31

Detailed Incremental Release Picture

b(4)

Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 14 of 15)

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture

2-32

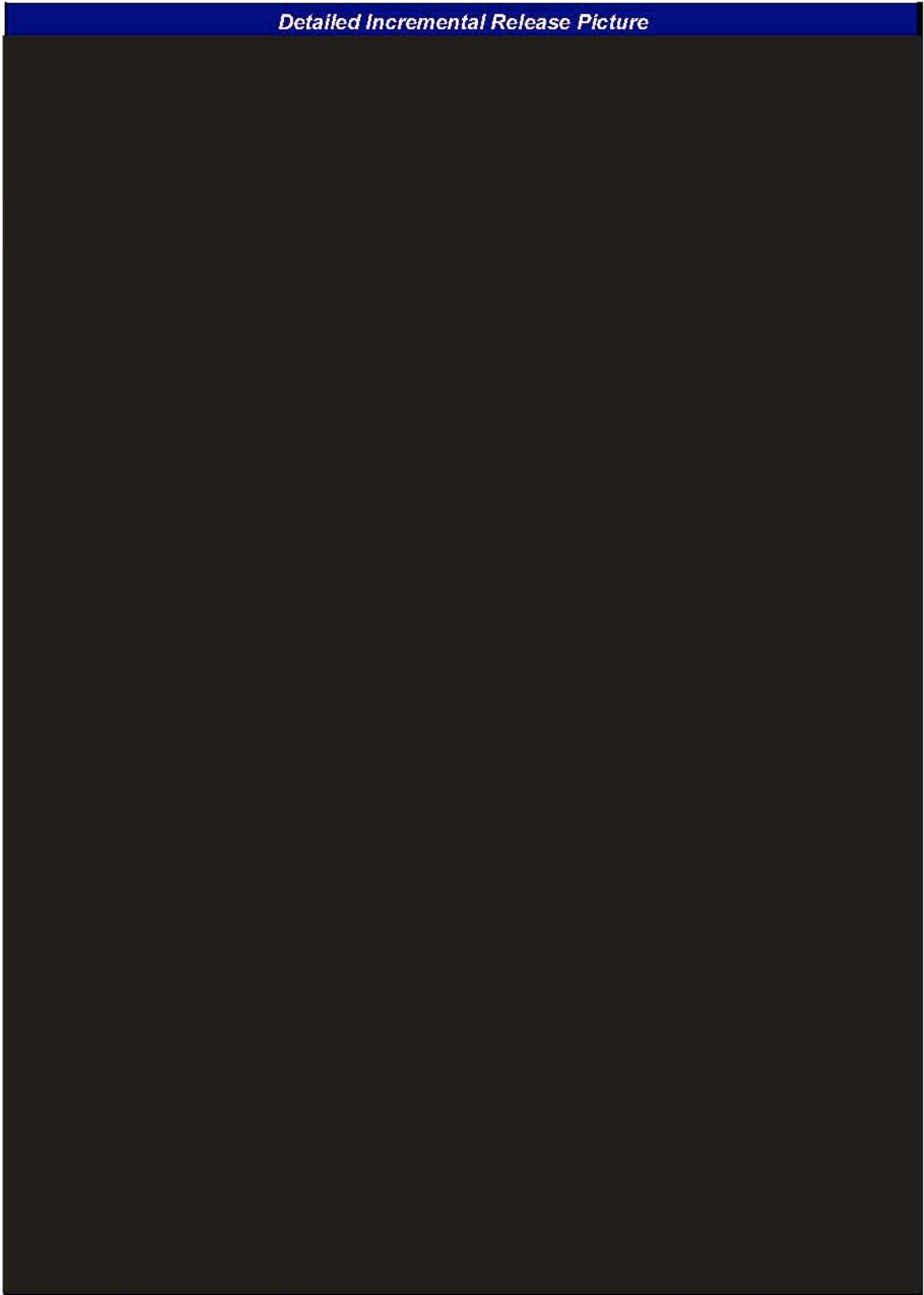**Detailed Incremental Release Picture**

b(4)

USVP 222

Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 15 of 15)

Volume 3, Part A End Vision
The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)

accenture

2-33