



Response for:

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

**Volume 3, Part A
End Vision**

January 15, 2004

Submitted to:

US-VISIT Program Office

Department of Homeland Security
1616 N. Fort Myer Drive
Rosslyn, VA 22209

ATTN: Mr. Michael E. Jones, Contracting Officer

accenture

High performance. Delivered.

Submitted by:

Accenture LLP
11951 Freedom Drive
Reston, VA 20190

In Response to Solicitation No.

HSSCHQ-04-R-0096

Steven Goodman, Director of Contracts
Email: steven.h.goodman@accenture.com
Phone: 703.947.1698

Notice: This document includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate this response. If, however, a contract is awarded to this offeror as a result of—or in connection with—the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in all sheets of this document.



Table of Contents

1.0 INTRODUCTION TO US-VISIT AND ITS BUSINESS CONTEXT 1-1

 1.1 US-VISIT Background 1-1

 1.2 Desired Business Results (DBRs)..... 1-4

 1.3 Driving Legislation and Initiatives 1-8

 1.4 Assumptions and Constraints..... 1-10

2.0 US-VISIT PROGRAM DEFINITION AND DESCRIPTION 2-1

 2.1 Enterprise Business Process Model 2-1

 2.2 Incremental Release Strategy..... 2-12

3.0 US-VISIT IMPLEMENTATION METHODOLOGY 3-1

 3.1 Planning Methodology..... 3-1

 3.2 Enterprise Lifecycle Model..... 3-3

 3.3 System Development Lifecycle 3-6

 3.4 Business Process Reengineering (BPR)..... 3-9

 3.5 Organizational Change Management..... 3-12

 3.5.1 Strategy and Approach..... 3-12

 3.5.2 Communication and Sponsorship 3-12

 3.5.3 Communications and Outreach..... 3-14

 3.5.4 Change Readiness and Risk Mitigation 3-14

 3.5.5 Organization Design/Alignment 3-15

 3.5.6 Training..... 3-16

 3.5.7 Culture Change 3-17

 3.6 Architecture Strategy and Overview..... 3-18

 3.6.1 Approach to Incremental Implementation through EA Alignment 3-18

 3.6.2 Align and Advance DHS EA and FEAF..... 3-24

 3.7 US-VISIT Facilities Strategy 3-25

 3.7.1 Our Understanding of Government-led Facilities and Environmental Strategy 3-25

 3.8 Performance Management/ Engineering and Capacity Planning 3-27

 3.8.1 Performance Engineering Approach..... 3-27

 3.9 Information Security and Privacy 3-31

4.0 OPERATIONAL AND TECHNICAL INTEGRATION 4-1

 4.1 Strategy for Integrating Business Operations and Technical Solutions..... 4-2

 4.2 Potential Integration Roadblocks and Mitigation Approaches 4-5

 4.3 Working with Existing Legacy Systems Contractors 4-5

5.0 US-VISIT TRANSITION AND SEQUENCING STRATEGY 5-1

 5.1 Transition Process and Framework..... 5-4

 5.2 Minimal Operational Impacts To Users, Business Functions, and Facilities 5-5

 5.3 Organizational Change Activities 5-5

 5.4 Transition Strategy for Deployment 5-6

 5.5 Deployment Training 5-8



5.6 Transition to Operations and Maintenance Support 5-8

6.0 COMMUNICATIONS AND OUTREACH..... 6-1

6.1 Approach to Communicating Change and Conducting Outreach..... 6-1

7.0 OPERATIONAL SCENARIOS 7-1

7.1 End Vision Operational Scenarios 7-1

7.2 Benefits 7-4

8.0 BUSINESS CASE..... 8-1

8.1 Investment Viability..... 8-1

8.2 Cost/Benefit Analysis 8-2

9.0 RISK ANALYSIS..... 9-1

10.0 ORGANIZATIONAL STRUCTURE..... 10-1

10.1 Implementation of End Vision with Proposed Teaming Partners/ Subcontractors
..... 10-1

10.1.1 Organizational Structure 10-1

10.1.2 Alignment with US-VISIT Program Office and Border Management
Stakeholders..... 10-3

10.2 Accenture and Teaming Partners/ Subcontractor Roles and Responsibilities . 10-4

10.3 Organizational/Management Approach Support of Desired Business Results 10-6

10.4 Incentive Structure and Teaming Partner/Subcontractor Incentive Sharing.... 10-7

10.5 Key Program and Project Management Methodology Components 10-8

11.0 DETAILED PROGRAM SCHEDULE 11-1

11.1 Key Activities and Milestones..... 11-1

11.2 Schedule Methodology and Estimation Techniques 11-1

12.0 INVESTMENT STRATEGY..... 12-1

12.1 Recommended Investment Strategy 12-1

13.0 PROGRAM BUDGET..... 13-1

13.1 Cost Summary..... 13-1

13.2 Cost Detail 13-1

13.2.1 Program Level Management, Architecture, and Engineering 13-1

APPENDIX 1 MISSION-ESSENTIAL TASK LIST A1-1

APPENDIX 2 PROGRAM SCHEDULE..... A2-1



List of Figures

Figure 1-1. US-VISIT must enhance enforcement and facilitation simultaneously, while maintaining data privacy in an end-to-end, real-time, cross-agency business process..... 1-1

Figure 1-2. Our business-focused End Vision creates a seamless cross-agency process centered around facilitation, enforcement, integrity, and protection of privacy 1-2

Figure 1-3. We recognize the complex mix of architectural, business process, and legislative requirements that affect the Government’s process to verify and record the identities of persons who enter and exit the U.S. 1-3

Figure 1-4. US-VISIT desired business results support the strategic goals and objectives of DHS 1-4

Figure 1-5. The Alliance US-VISIT solution unites International and U.S. Government data on each foreign traveler in an Integrated Traveler Folder with views limited by authorization..... 1-5

Figure 1-6. The US-VISIT desired business results further the system objectives by providing key DHS capabilities 1-6

Figure 1-7. We factor in legislative and other requirements to develop key considerations contributing to the US-VISIT mission 1-8

Figure 1-8. The Alliance Solution builds in recognized global standards and anticipated new safeguards 1-9

Figure 1-9. We evolve our solution to meet the key assumptions and constraints for US-VISIT End Vision..... 1-10

Figure 2-1. We broadly define scope so DHS can achieve optimized business processes across border management, status management, and enforcement 2-1

b(4) Figure 2-2. The operational areas of our US-VISIT solution, [REDACTED] facilitate interaction among DHS, DoS, the traveler, and other stakeholders, allowing optimization of end-to-end business processes..... 2-2

Figure 2-3. We define operational areas of focus from desired business results to promote business outcomes and improved business processes 2-3

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

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 [REDACTED] 2-6

Figure 2-6. US-VISIT Logical Architecture provides a common framework for US-VISIT functions facilitating usability while reducing deployment and maintenance cost..... 2-9



b(4) Figure 2-7. [redacted] optimized US-VISIT system architecture 2-11

b(4) Figure 2-8. Our release strategy [redacted] so that each increment delivers business value . 2-13

Figure 2-9. US-VISIT evolves as an integrated system-of-systems, achieving the goals of legacy integration through reuse, modernization and retirement 2-14

Figure 2-10. Our methodology for selecting legacy systems to integrate, rewrite, enhance or retire emphasizes improving operational value..... 2-15

b(4) Figure 2-11. We maximize legacy ROI, reusing [redacted] of the legacy systems we targeted, while delivering yearly cost savings starting in 2005 and escalating to over [redacted] 2-16

Figure 2-12. Our implementation plan couples innovative technology with process improvement to deliver the desired business results throughout the program lifecycle..... 2-17

Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment 2-19

Figure 3-1. We partner with the Government and coordinate with stakeholders for plan development to facilitate operational acceptance 3-1

Figure 3-2. US-VISIT plans are driven by the HLS Transition Plan to support DHS Mission Goal achievement..... 3-2

Figure 3-3. Our Increment Planning phase provides flexibility and reduces risk 3-3

Figure 3-4. The Enterprise lifecycle model blends BPR/change management and systems of systems development and integration to deliver the US-VISIT vision to meet mission requirements at low risk..... 3-4

Figure 3-5. Developing the system architecture by iterating requirements against COTS availability leads to a lower cost, low-risk solution 3-6

b(4) Figure 3-6. Our business needs [redacted] 3-7

Figure 3-7. The detailed process design and continuous improvement methods, successfully implemented at USPS, TSA and DLA, identified necessary process changes to support the new environment..... 3-10

Figure 3-8. BPR drives continued progress toward the End Vision achieving a common view which cements immigration system integrity 3-11

b(4) Figure 3-9. The Accenture Human Performance Framework [redacted] 3-13

Figure 3-10. Organization alignment provides structure for aligning the US-VISIT organization and its employees to address and manage the new business processes and technology to meet desired business goals throughout the incremental change process 3-15

Figure 3-11. Our proven approach to training and performance enhancement delivers [redacted] 3-17

b(4) Figure 3-12. We use HLS EA to guide our incremental release strategy to promote achievement of desired business results 3-19



Figure 3-13. We continually align our incremental release strategy and implementation methodology with the HLS Enterprise Architecture to facilitate reuse and reduce cost 3-20

Figure 3-14. Our incremental implementation supports target End Vision by efficiently integrating new and existing capabilities 3-23

Figure 3-15. We reuse existing DHS EA capability and create new EA capability phased in to deliver prioritized value in line with the incremental release strategy 3-24

Figure 3-16. We promote continuous alignment and evolve our solution with HLS EA and OMB requirements to support required changes and reduce operational impact 3-25

b(4) Figure 3-17. [REDACTED] 3-26

Figure 3-18. Our top rated construction and program management-for-fee team is expert at minimizing schedule and cost overruns, resulting in efficient upgrades and decreased impact to operations 3-27

b(4) Figure 3-19. Our MOC [REDACTED] 3-27

Figure 3-20. Our performance engineering methodology drives the systems engineering process to completion, providing a more fully integrated system 3-28

b(4) Figure 3-21. Our performance engineering approach [REDACTED] 3-29

b(4) Figure 3-22. Our predictive modeling [REDACTED] 3-29

b(4) Figure 3-23. We employ POE operational modeling [REDACTED] 3-31

b(4) Figure 3-24. Our security strategy for US-VISIT [REDACTED] 3-32

b(4) Figure 3-25. Our security methodology, [REDACTED] 3-33

b(4) Figure 3-26. [REDACTED] 3-34

b(4) Figure 3-27. We implement security controls [REDACTED] 3-34

Figure 3-28. We apply best security practices throughout the lifecycle 3-35

b(4) Figure 3-29. [REDACTED] to manage
US-VISIT IT risks 3-35

b(4) Figure 3-30. Our refined C&A approach uses [REDACTED]
[REDACTED] for US-VISIT 3-36



b(4) Figure 3-31. We understand the relationship between Privacy and Security [REDACTED] 3-37

Figure 4-1. Our integration strategy ties together business processes, technology, resources and information across Federal, State, Local, and International agencies to provide cross-organizational facilitation of visitor services and travel 4-1

b(4) Figure 4-2. Our organizational structure [REDACTED] 4-2

b(4) Figure 4-3. [REDACTED] 4-3

b(4) Figure 4-4. Our integration strategy [REDACTED] 4-4

b(4) Figure 4-5. We base our integration strategies on our proven track record of [REDACTED] 4-5

Figure 4-6. Our inclusive teaming approach reduces risk and cost by fostering communications and maintaining focus on shared priorities..... 4-6

b(4) Figure 5-1. The Smart Border Alliance [REDACTED] 5-1

b(4) Figure 5-2. Our transition and sequencing strategy [REDACTED] 5-2

b(4) Figure 5-3. Our sequencing process, [REDACTED] 5-3

b(4) Figure 5-4. Our transition process and framework, [REDACTED] 5-5

b(4) Figure 5-5. We plan transition activities throughout the lifecycle [REDACTED] 5-6

Figure 5-6. Our transition strategy for deployment addresses challenges with mitigation strategies that reduce risk..... 5-7

b(4) Figure 5-7. We thoroughly test the application [REDACTED] 5-7

b(4) Figure 5-8. Our training process [REDACTED] 5-8

b(4) Figure 5-9. We focus on transition throughout the lifecycle of the program, [REDACTED] 5-9

b(4) Figure 6-1. Our communications and outreach approach [REDACTED] 6-1

b(4) Figure 6-2. We identify Stakeholders and Communities of Interest that are impacted by US-VISIT [REDACTED] 6-2



b(4) Figure 6-3. We apply communications and outreach best practices [redacted] 6-3

b(4) Figure 6-4. We apply innovative communications tools, proven at Customs and Border Protection (CBP), [redacted] 6-4

b(4) Figure 6-5. Our stakeholder [redacted] 6-4

b(4) Figure 6-6. [redacted] 6-5

b(4) Figure 7-1. Our Pre-entry and Entry processes [redacted] 7-2

b(4) Figure 7-2. Our Status Management and Exit processes [redacted] 7-4

Figure 7-3. The Mission Operations Center provides real time analysis and support to a variety of stakeholders, creating a network of information that improves security 7-6

Figure 8-1. Our business case offers significant measurable benefits in each increment and throughout the life cycle of US-VISIT 8-1

b(4) Figure 8-2. Our cost benefit analysis [redacted] 8-2

b(4) Figure 8-3. Our business case [redacted] 8-3

b(4) Figure 8-4. Our comprehensive business case methodology [redacted] 8-4

Figure 8-5. We bring proven business case experiences in US federal and Canadian government agencies to achieve DHS goals and mission..... 8-5

b(4) Figure 9-1. Our risk assessment strategy [redacted] 9-1

Figure 9-2. We identify, assess, and score risks resulting in mitigation plans for medium and high level risks that integrate with our program schedule and funding profile 9-2

b(4) Figure 10-1. The Smart Border Alliance implements the End Vision with its proposed teaming partners and [redacted] 10-1

b(4) Figure 10-2. [redacted] our organizational structure provides clear roles and responsibilities to promote direction and focus 10-3

b(4) Figure 10-3. We directly align with DHS to [redacted] 10-4

Figure 10-4. We define roles and responsibilities to provide focus resulting in clear direction 10-5



b(4) Figure 10-5. Our organizational management approach minimizes potential conflicts by [REDACTED] ... 10-6

b(4) Figure 10-6. [REDACTED] US-VISIT in providing safe and secure borders for U.S. citizens and its visitors 10-7

b(4) Figure 10-7. We include teaming partners and subcontractors in the incentive structure to [REDACTED] 10-8

b(4) Figure 10-8. Our incentive structure [REDACTED] 10-8

Figure 10-9. Effective alignment of US-VISIT Program and Project Management promotes on-time delivery and quality 10-9

b(4) Figure 11-1. [REDACTED] to achieve the End Vision 11-1

Figure 11-2. Our schedule methodology provides a framework for translating program requirements, desired business results, and incremental release strategy into logically sequenced activities and milestones 11-2

Figure 12-1. We offer a variety of partnering models, risk sharing, and performance-based incentives plans..... 12-1

Figure 12-2. We create innovative self-funding options to generate additional revenue sources..... 12-3

Figure 13-1. Our program level funding profile supports End Vision 13-1

Figure 13-2. Our program level funding profile is comprehensive and supports achievable goals 13-1

Figure 13-3. US-VISIT Total Program Budget by Major Component (USD Millions) 13-2



**Compliance Matrix
Volume 3, Part A – End Vision**

RFP Paragraph No.	RFP Paragraph Title	Proposal Paragraph No.
L.14.1, J.12, J.10	Executive Summary	
L.14.1	Introduction to US-VISIT Program	1.0
J.12 1.0 (a-d)	US-VISIT Background	1.1
M 4.3.1	Desired Business Results	1.2
M4.3.3	Driving legislation and initiatives	1.3
	Assumptions and Constraints	1.4
J.12 2.0 (a, b)	Program Definitions and Description	2.0
M4.3.1	Enterprise Business Process Model	2.1
M4.3.2	Incremental Release Strategy	2.2
M4.3.3		
J.12 2.0 (a-i)	US-VISIT Implementation Methodology	3.0
M4.3.1	Planning Methodology	3.1
M4.3.2	Enterprise Life Cycle Methodology (ELCM)	3.2
M4.3.3	System Development Life Cycle (SDLC)	3.3
	Business Process reengineering (BPR)	3.4
	Organizational Change Management (OCM)	3.5
	US-VISIT Architecture Strategy and Overview	3.6
	US-VISIT Facilities Strategy	3.7
	Performance Management/Engineering and Capacity Planning	3.8
	Security and Privacy	3.9
J.12 4.0	Operational and Technical Integration	4.0
M4.3.2		
J.12 5.0	Transition and Sequencing Strategy	5.0
M4.3.1		
M4.3.3		
J.12 6.0	Communications and Outreach	6.0
M4.3.1		
M4.3.3		
J.12 7.0	Operational Scenarios	7.0
M4.3.1		
J.12 8.0	Business Case	8.0
M4.3.2		
J.12 9.0	Risk Analysis	9.0
M4.3.1		
J.12 10.0	Organizational Structure	10.0
M4.3.1		
J.12 11.0	Program Schedule	11.0 Appendix 2
J.12 12.0	Investment Strategy	12.0
M4.3.1	Gov't funding of End Vision and Incremental releases	12.1
M4.3.2	Accenture use of existing funds	12.2
	Funding Innovation of End-Vision	12.3

Volume 3, Part A End Vision

The information on this page is proprietary to Accenture LLP.
Source Selection Information – (See FAR 3.104)





<i>RFP Paragraph No.</i>	<i>RFP Paragraph Title</i>	<i>Proposal Paragraph No.</i>
J.12 13.0	US-VISIT Program Budget	13.0
M4.3.2	US-VISIT Cost Summary	13.1
M4.3.3	US-VISIT Cost Detail	13.2
J.10	Mission-Essential Task List	Appendix 1