



4.0 OPERATIONAL AND TECHNICAL INTEGRATION

We base our successful cross-Government agency integration strategy on our proven track record of achieving cross-organization business results at DLA and TSA, extensive experience of the former Government executives on our team, and our leadership position in the practical application of innovative integration technologies that result in reduced integrated risk and on-time delivery.

Integrated System of Systems End Vision Strategy. As shown in Figure 4-1, our integration strategy ties together business processes, technology, resources and information across internal DHS and external (Federal, State, Local, International, and other stakeholders) departments and agencies. Our integration strategy creates:

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Our integration strategy results in reduced risk and on-time delivery

- Proven track record of achieving cross-organization business results on mission-critical projects at DLA and TSA
- With over 300 years of collective Government experience at INS and Customs, we bring understanding of culture, people, process and technologies
- Proven track record of successfully working with a large number of contractors - [redacted]
- Integration Technologies Leadership - [redacted]

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USVP 215

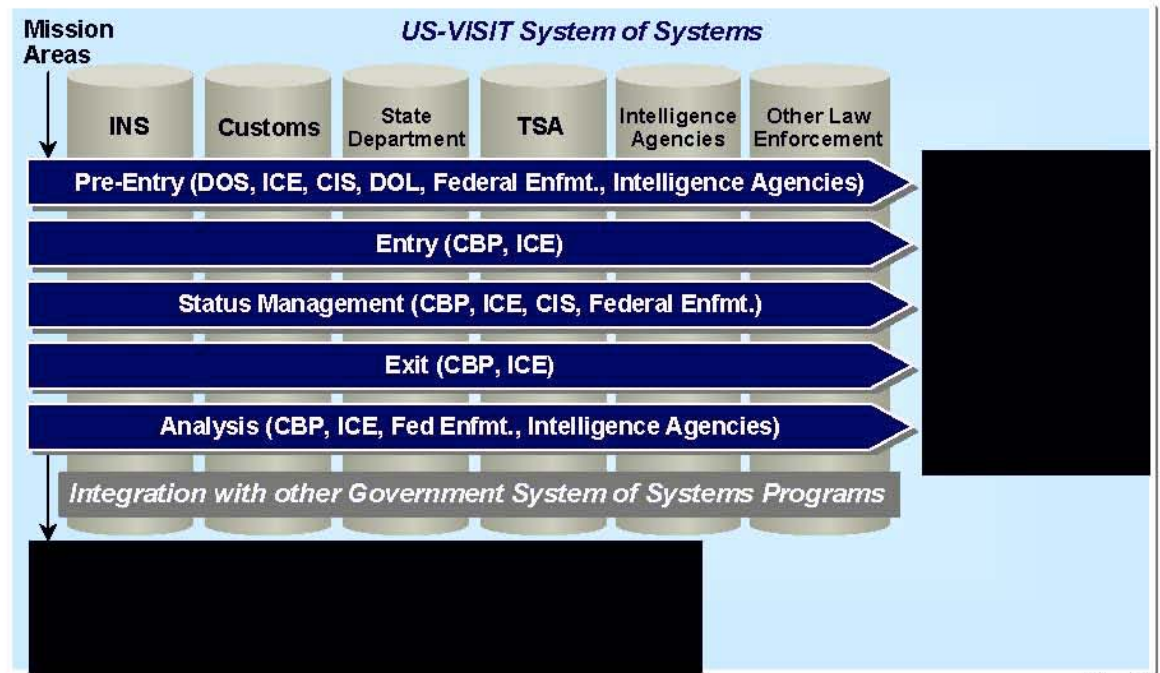
[redacted]

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Our integration approach also considers the impact of other ongoing system of system initiatives on US-VISIT. For example, [redacted]

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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



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Our incremental release strategy also [Redacted]

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[Redacted] and comply with the DHS Enterprise Architecture Planning project.

4.1 Strategy for Integrating Business Operations and Technical Solutions

While the US-VISIT program office defines overall program governance, we recommend [Redacted]

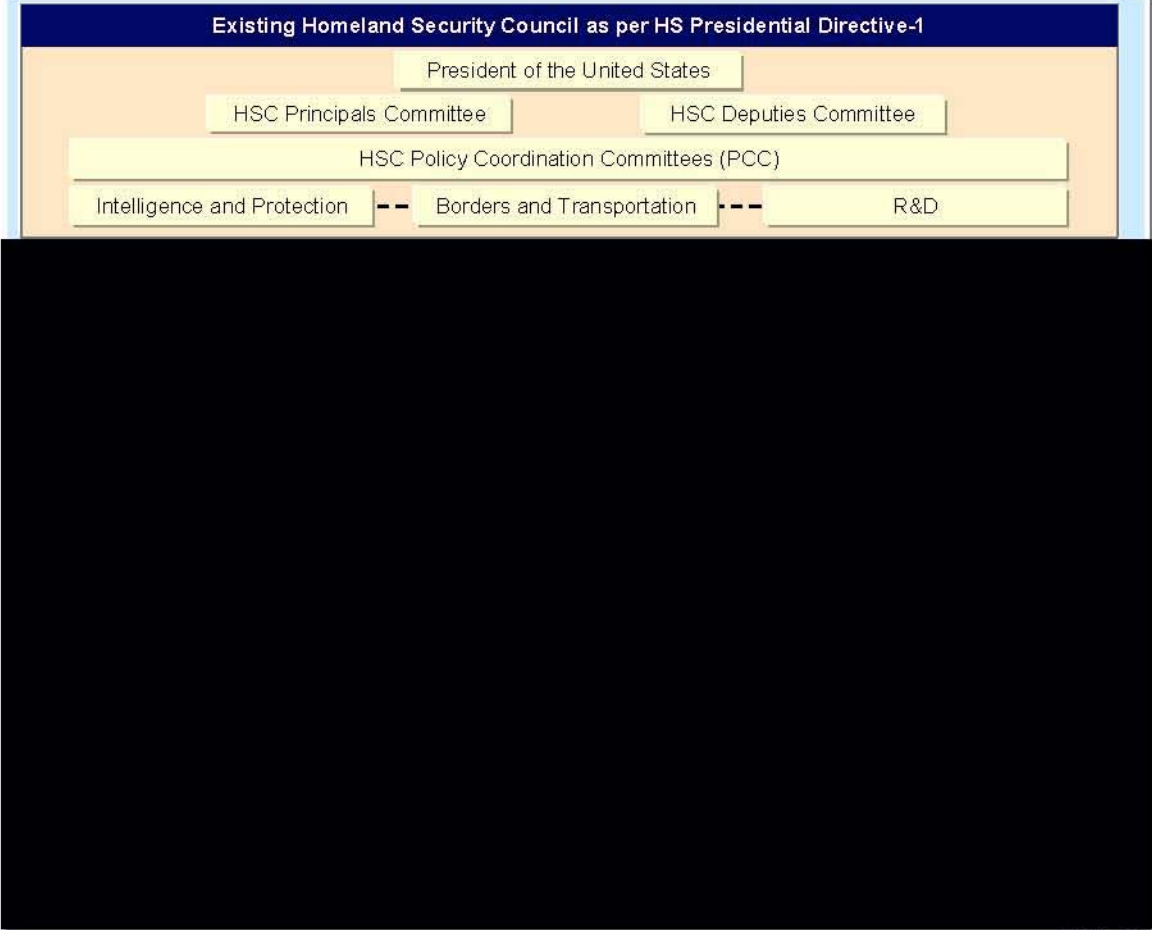
b(4) [Redacted]

[Redacted] b(4)

In line with the Homeland Security Presidential Directive-1, we further recommend [Redacted] b(4)

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Figure 4-2. Our organizational structure

USVP 095

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To promote a successful US-VISIT End Vision, we propose

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This approach builds on existing infrastructure and established models. It keeps key policy people focused and engaged, while allowing subject matter experts at all levels to inform and be informed on policy decisions and actions.

Existing Presidential Decision Directives already established an appropriate infrastructure within the Executive Office of the President (EOP), i.e., the HSC and the Advisor to the President for Homeland Security. The Advisor and the Council staff rely on interagency PCCs to frame policy issues for decision and guidance. The HSC in the EOP already has an established PCC to address and monitor border security issues. We recommend

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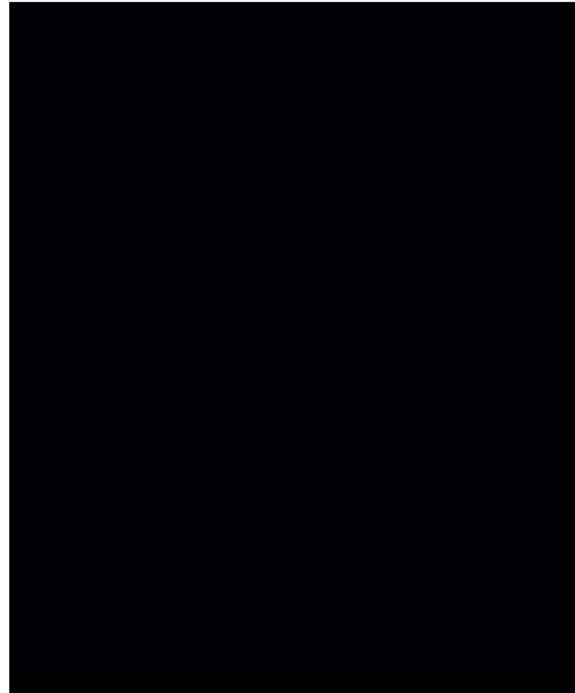


Configuration Management

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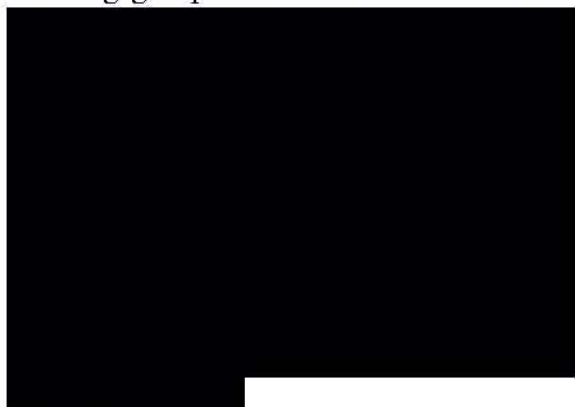
Figure 4-3.

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Existing governance structures such as this are being successfully used for transition management for ICE, CBP, and CIS and the deployment and ongoing management of the Interagency Border Inspection System (IBIS).

Alliance Experience. We have great breadth and depth of experience to assist the Government in the establishment and ongoing business operations of these working groups. These recommendations

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Technical Interoperability Strategy. Our System of Systems integration strategy does not disrupt systems that are in operation today or various stages of



development. Our approach leverages the available systems and data architecture, including tools employed in building that architecture, to provide required US-VISIT data services. As shown in the Figure 4-4, various integration services are provided through our [REDACTED]

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We employ [REDACTED]

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[REDACTED]

[REDACTED]

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From an overall DHS data architecture perspective, today's legacy systems have both data redundancy and inconsistency challenges stemming from not having one integrated data source for traveler reference information such as traveler name and contact information, and different frequencies at which the traveler information gets updated in these systems.

[REDACTED]

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[REDACTED]

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Figure 4-4. Our integration strategy

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[REDACTED]

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4.2 Potential Integration Roadblocks and Mitigation Approaches

Figure 4-5 discusses our understanding of key potential integration roadblocks along with our experience and mitigation approaches.

4.3 Working with Existing Legacy Systems Contractors

Our inclusive teaming approach reduces risk by fostering communications among all the involved parties including legacy systems contractors while maintaining focus on shared priorities. We bring a broad range of alliances and partnering relationships to the US-VISIT program. Gartner Group ranks Accenture #1 in leveraging partnerships and alliances.

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We use [redacted]

[redacted] communication throughout the team and with the DHS. Figure 4-6 demonstrates how we maintain open lines of communication among the entire team made up of the DHS, Smart Border Alliance and other DHS contractors.

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We also use our existing relationships with major systems integrators, software and hardware vendors to contribute to successful task and subcontractor management. For example, we worked with more than 20 contractors at DLA including Lockheed Martin. We work alongside Computer Science Corporation and Northrop Grumman at the United States Postal Service. We managed several subcontractors in successfully delivering the USPS DOIS program even though we only executed one-third of the managed tasks. At the Transportation Security Administration, we work collaboratively

Potential Integration Roadblocks	Alliance Experience/Mitigation Approaches
US-VISIT prime contractor not familiar with the complexities of working across the specific departments and agencies involved in the program	[redacted]
Hard to achieve business outcomes in a newly merged organization involving large numbers of resources	
Aging legacy systems are difficult to integrate	
Numerous legacy system owners and contractors prevent meeting program delivery objectives	<ul style="list-style-type: none"> ■ Teamed successfully with 20 subcontractors including Lockheed Martin at DLA and with CSC and Northrop at USPS ■ Our teaming approach fosters communication and maintains focus on shared priorities
Technology is changing too rapidly to accurately plan for the right combination of integration tools and approaches	[redacted]
Sharing information across agencies may conflict with privacy laws/policies	[redacted]

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Figure 4-5. We base our integration strategies on our proven track record of

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[redacted]

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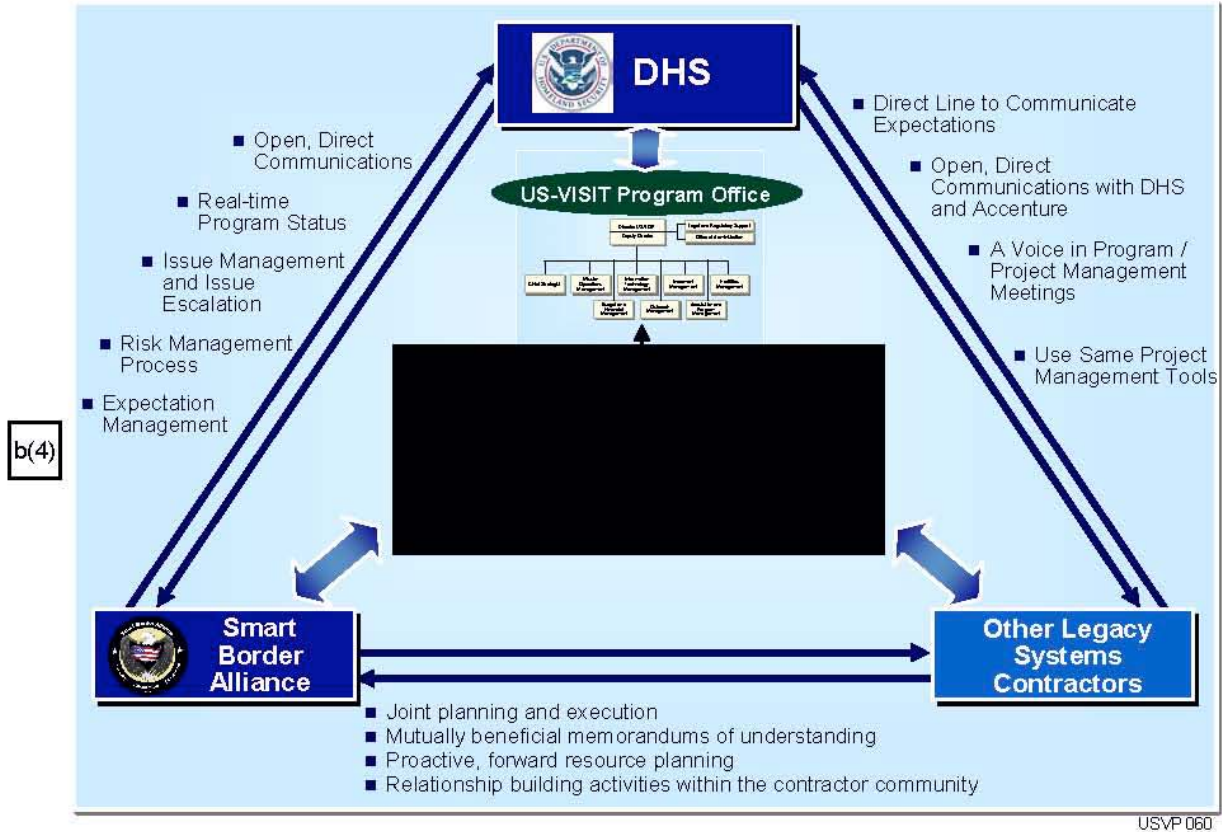


Figure 4-6. Our inclusive teaming approach reduces risk and cost by fostering communications and maintaining focus on shared priorities

with many other prime contractors,

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Accenture has a strong track record, recognized in the industry and shown in our past performances, for integrating many large contractors into a cohesive high performance team. We fully intend to

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Our Experience Summary. Our team has extensive Government experience at agencies such as DLA and TSA that is highly relevant to the cross-department, cross-agency nature of US-VISIT. Eric Stange, who successfully managed the DLA/BSM program, is our proposed US-VISIT Program Manager. In addition,

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We have a proven teaming methodology and considerable experience with large programs involving a large number of legacy systems and contractors. At DLA, we delivered on 99.97% of our performance-based contracts while supervising over 20 subcontractors including

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Accenture holds a seat on the board of the Web Services Interoperability (WS-I) Organization and have sponsored numerous web services standards initiatives. We also pioneered early adoption of Enterprise Application Integration (EAI) technology and hold an equity stake in SeeBeyond, a major EAI tool vendor. Accenture Technology Labs has been highly recognized for innovation by the Gartner Group.