DUNS No.: 85-8485758

Response for:

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

Volume 1, Part A Documentation of Acceptability

December 19, 2003

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

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High performance. Delivered.

Submitted by:

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In Response to Solicitation No.

HSSCHQ-04-R-0096

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1.0 DOCUMENTATION OF ACCEPTABILITY

The Smart Border Alliance exceeds the acceptability requirements of the US-VISIT program. The Alliance has the experience and capabilities to deliver US-VISIT.

As shown in Figure 1-1, our team has the necessary experience and capabilities to successfully implement US-VISIT.

We have extensive experience with the processes and integration aspects of border management, including pre-entry planning, monitoring, entry and stay management, investigations, and field operations. This experience has been acquired globally on five continents.

Our team has successfully delivered numerous IT programs valued at far more than $500 million in the last 5 years. Two of the programs featured in Figure 1-1 have values of more than $2 billion.

We have successfully delivered many high-volume, real-time, performance-

Accenture and the Smart Border Alliance exceed the acceptability requirements of the US-VISIT program

- We have multi-faceted border management experience on 5 continents
- We have implemented many successful systems well in excess of $500 million
- We have experience with high-volume, real-time, global network-based systems capable of quickly processing millions of transactions per day
- With over 100,000 U.S. personnel, we have the national presence required to successfully deploy US-VISIT

USVQ 066

driven, global network-based applications. Our team has implemented systems for over 40,000 companies in more than 100 countries. We have served millions of users and have processed billions of real-time transactions.

Our team has significant deployment experience, having led multiple large national and international deployments. We have more than 600 national offices and 100,000

Criteria	Selected Qualification Programs	Meets Qualification
Experience with Border Management Processes and Systems	■ Citizenship and Immigration Canada ■ Ireland's National Immigration Bureau ■ Transportation Security Administration	✓
Three IT Integration Projects Over the Last 5 Years, Each with a Total Contract Value Greater than $500 Million ■ One Must have been with the U.S. Government and Involved the Integration of 5 or more Complex Systems	■ AT&T: 4-year $2.6 billion co-sourcing agreement ■ Sainsbury: ███████████ strategic IT transformation program ■ Defense Logistics Agency: ███████ ████ business systems modernization, integrating 5 complex systems	✓
Example of the Offeror Successfully Implementing High-Volume, Real-Time, Performance-Driven, Global Network-Based Applications	■ London Stock Exchange ■ E*TRADE ■ Halliburton	✓
Ability to Support and Staff a Nationwide Systems Development and Deployment Effort	■ United States Postal Service (USPS) ■ Dell Supply Chain Planning ■ ███████████ ■ ███████████	✓

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Figure 1-1. The Smart Border Alliance exceeds all US-VISIT acceptability requirements

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U.S. personnel, we have the resource depth required to deploy US-VISIT.

1.1 Border Management Experience

Our border management experience, detailed in Figure 1-2, ranges from integrating ███████████████

████████████████████████ We have successfully implemented border management solutions that cover the areas most important to US-VISIT on five continents.

Many of our team's key personnel have decades of experience with U.S. Customs

Project	Description
	Accenture Qualifications
Citizenship and Immigration Canada	███████████████
Ireland's Garda National Immigration Bureau	███████████████
Transportation Security Administration	███████████████
New Zealand Customs	███████████████
Bureau of Customs and Border Protection	███████████████
Her Majesty's Customs and Excise	███████████████

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Figure 1-2. Our team's global experience with sophisticated border management techniques equip us to deliver the US-VISIT end-vision – sheet 1 of 2

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Project	Description
	Additional Team Qualifications
(Raytheon)	■ ■ ■ ■
(AT&T)	■ ■ ■
(Deloitte)	■ ■ ■
(Sandler & Travis)	■ ■ ■
(GTM)	■ ■ ■
(Titan)	■ ■
(Stanley and Associates)	■ ■

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**Figure 1-2. Our team's global experience with sophisticated border management
techniques equip us to deliver the US-VISIT end-vision – sheet 2 of 2**

and the INS, including team members from ▮▮▮▮▮▮▮▮▮▮▮ These professionals bring unparalleled border management knowledge and vision to US-VISIT. They know how to identify and address border management issues that are significant to program stakeholders.

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1.2 Large IT Integration Projects (3 projects greater than $500 million)

Accenture has successfully delivered numerous IT projects similar in size, scale and complexity to US-VISIT. In the past five years, Accenture has run three programs in excess of $1 billion for government and commercial clients around the world. Figure 1-3 shows Accenture's recent experience with large IT programs.

In the year 2000, Accenture began a ▮ ▮▮▮▮▮▮▮▮▮▮ Business Systems Modernization program for the Defense Logistics Agency (DLA). DLA needed to modernize five 35-year old systems and implement a large-scale organizational change management program. They selected Accenture because of our extensive experience integrating government legacy systems and successful
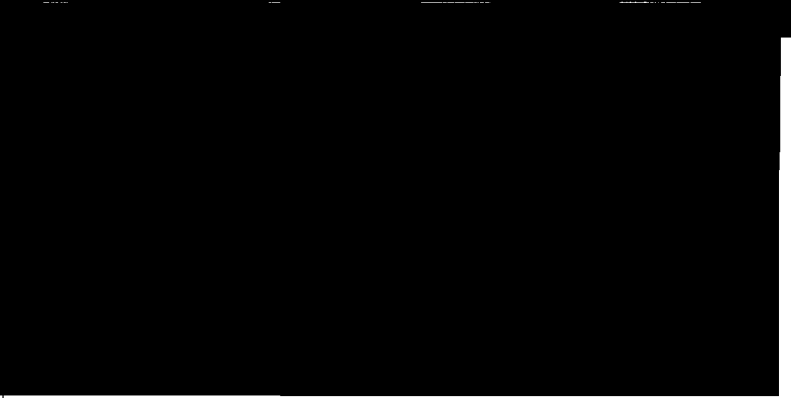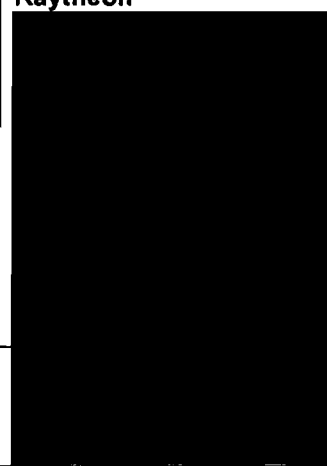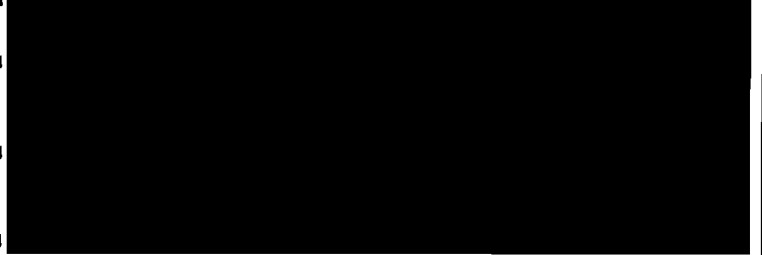
Project	Description
	Accenture Qualifications
Defense Logistics Agency Contact Information: ▮▮▮▮▮▮▮▮ ✓ ▮▮▮ IT program ✓ ▮▮▮ ✓ Full Systems Development Lifecycle ✓ Integrating 5 Systems	■ ▮▮▮▮▮▮▮▮ business systems modernization and organizational change management program ■ Integrating and modernizing five 35-year-old systems with ■ ▮▮▮▮▮▮▮▮ ■ ▮▮▮▮▮▮▮▮
AT&T Contact Information: ▮▮▮▮▮▮▮▮ ✓ $2.6 billion IT program ✓ 2002-2006 ✓ Full Systems Development Lifecycle	■ 4-year, $2.6 billion co-sourcing agreement to transform long distance sales and customer care operation while increasing operational efficiency and reducing costs ■ ▮▮▮▮▮▮▮▮ ■ ▮▮▮▮▮▮▮▮
Sainsbury Contact Information: ▮▮▮▮▮▮▮▮ ▮▮▮▮▮▮▮▮ for telephone conferences ✓ ▮▮▮ IT program ✓ ▮▮▮ ✓ Full Systems Development Lifecycle	■ ▮▮▮▮▮▮▮▮ strategic repositioning and comprehensive IT transformation program ■ ▮▮▮▮▮▮▮▮ ■ ▮▮▮▮▮▮▮▮ ■ ▮▮▮▮▮▮▮▮

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Figure 1-3. Our team has experience with projects over $500 million – Sheet 1 of 2
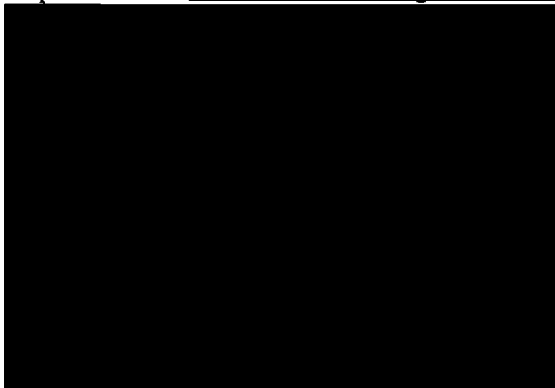
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Project	Description
Additional Team Qualifications	
Raytheon	
Raytheon	

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Figure 1-3. Our team has experience with projects over $500 million – Sheet 2 of 2

use of repeatable program processes. In addition, Accenture was selected on the basis of our business transformation capabilities. ■■■■■■■■■■■

In the private sector, Accenture is currently managing programs for AT&T

and Sainsbury valued at more than $2 billion each. At AT&T, we are

Sainsbury and Accenture entered into a ■■■■■■ partnering relationship to strategically reposition and modernize Sainsbury's Information Technology. ■■■

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from our team's collective experience.

We successfully implemented a real-time system for the London Stock Exchange ▮▮▮▮▮▮

1.3 High-Volume, Real-Time, Performance Driven, Global Network-based Applications

Our team has delivered high-volume, real-time, performance-driven, global network-based solutions. We bring lessons learned and proven best practices from both commercial and government clients to US-VISIT. Figure 1-4 details examples

This successful program led to a performance-based contract with South Africa to connect the country's entire securities exchange to the London system ▮▮▮▮▮▮

Our team has developed systems for companies whose brand success absolutely depends on technology, privacy and trust.

Project	Description
Accenture Qualifications	
London Stock Exchange	■ Implemented systems that provide high quality, real-time prices, news and other information ▮▮▮
✓ High Speed ✓ Real-Time ✓ Performance Driven ✓ Global Network-Based	■ ▮▮▮▮▮▮▮▮▮▮▮ ■ ▮▮▮▮▮▮▮▮▮▮▮ ■ Highly successful London implementation resulted in subsequent effort to equip the South African exchange with the same system
E*TRADE	■ Implemented an architecture that handles over ▮▮▮ web site hits a day while maintaining the security and privacy of all user information
✓ High Speed ✓ Real-Time ✓ Performance Driven ✓ Global Network-Based	■ ▮▮▮▮▮▮▮▮▮▮▮
Halliburton	■ Applied common global processes, systems and software suites to ▮▮▮
✓ High Speed ✓ Real-Time ✓ Performance Driven ✓ Global Network-Based	■ ▮▮▮▮▮▮▮▮▮▮▮ ■ ▮▮▮▮▮▮▮▮▮▮▮
Bankers Automated Clearing Service (BACS) Limited	■ Payments system provides ▮▮▮ companies access to payment status, reports, and records online
✓ High Speed ✓ Real-Time ✓ Performance Driven ✓ Global Network-Based	■ ▮▮▮▮▮▮▮▮▮▮▮ ■ ▮▮▮▮▮▮▮▮▮▮▮

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Figure 1-4. Our team has successfully implemented high-volume, real-time, performance-driven, global network-based applications – Sheet 1 of 2

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Project	Description
	Accenture Qualifications
████████ **(Sprint)**	■ ■ ■ ■
✓ High Speed ✓ Real-Time ✓ Performance Driven ✓ Global Network- Based	■ ■
████████ **(SRA)**	■
✓ High Speed ✓ Real-Time ✓ Performance Driven ✓ Global Network- Based	■ ■
████████ **(Titan)**	■
✓ High Speed ✓ Real-Time ✓ Performance Driven ✓ Global Network- Based	■
████████ **(Deloitte)**	■
✓ High Speed ✓ Real-Time ✓ Performance Driven ✓ Global Network- Based	■ ■

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Figure 1-4. Our team has successfully implemented high-volume, real-time, performance-driven, global network-based applications – Sheet 2 of 2

Financial Services companies demand high-performance, secure system functionality. At E*TRADE, we developed and deployed a highly-available, secure, high-performance web architecture that processes ████████ site hits per day.

Other notable project experience includes our work at Halliburton, where

we consolidated over 300 legacy applications into a high-performance real-time system ████████████████ At Bankers Automated Clearing Service Limited, we developed and deployed a real-time system ████████████████

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1.4 Ability to Support and Staff a Nationwide Systems Development and Deployment Effort

Our team has supported and staffed mission-critical national and global deployments for a number of public and private sector clients, as shown in Figure 1-5. We have the global reach required to rapidly deploy hundreds of personnel to any point in the country. Drawing from approximately two hundred thousand global personnel, over a hundred thousand of those domestic, we have the depth to scale quickly on short notice. In addition, we have a significant number of personnel with active security clearances and eligible

Deployment Capability		
	Offices (US/ Global)	Personnel (US/ Global)
Accenture	39/71	22,500/83,000
Raytheon		
Deloitte		
Titan		

USVQ-114

Figure 1-5. We have the personnel needed to successfully deploy US-VISIT

for clearance, required by various aspects of the US-VISIT program.

As shown in Figure 1-6, we have successfully deployed systems similar in complexity to US-VISIT within budget and ahead of schedule. Our integrated

Project	Description
	Accenture Qualifications
US Postal Service – Delivery Operations Information System *Accenture*	■ Developed and deployed an integrated business solution to support the management of city carrier operations, serving 170,000 routes nation-wide ■ Deployment included preparing 79 districts, installation and configuration at approximately 8,600 sites nation-wide, and training more than 20,000 users ■ Completed national deployment 7 months ahead of schedule
Halliburton *Accenture*	■ Implemented and deployed global Enterprise Resource Planning (ERP) infrastructure ■ Completed implementation and deployment in just 18 months ■ ■ ■ ■ ■ ■
Dell *Accenture*	■ Implemented and deployed a custom set of i2 software (Factory Planner, Supply Chain Planner and Collaboration planner) in support ■ Completed Americas phase of the project in 110 days - ■

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Figure 1-6. Our experience in large, complex national and global deployments provides us with lessons learned and insight for a low risk US-VISIT deployment approach – Sheet 1 of 3

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Project	Description
Carrefour *Accenture*	■ Designed, developed and deployed a fully integrated global financial system for ███████████████ ■ Involved local teams in each step of the design and implementation in order to address local needs and facilitate standard practices ■ Achieved substantially greater benefits than expected – ███████████ ████████████████████████████
Fujitsu Siemens Computers (FSC) *Accenture*	■ Deployed a Europe-wide web-based end-to-end Customer Relationship Management solution to automate sales, marketing, service, and call center functions ■ ██████████████████████ ■ ██████████████████████ ■ ██████
AT&T *Accenture*	■ 5-year, $2.6 billion co-sourcing agreement to transform long distance sales and customer care operation while helping dramatically increase operational efficiency and reduce costs ■ ██████████████████████ ■ ██████████████████████ ■ ██████
Microsoft *Accenture*	■ Implemented a series of complex sales force application ████████ ■ ██████████████████████ ■ ██████

USVQ 031

Figure 1-6. Our experience in large, complex national and global deployments provides us with lessons learned and insight for a low risk US-VISIT deployment approach – Sheet 2 of 3

business solution for the U.S. Postal Service, installed at over 8,600 sites nation-wide and used by over 20,000 employees, was deployed seven months ahead of schedule. Within the first year, we piloted our Delivery Operations Information System (DOIS) solution at ████████████████████████████ The final deployment is utilized on over 170,000 mail carrier routes within the US Postal Service national delivery network.

In the private sector, at Dell, we successfully deployed a custom supply chain planner for Dell's North and South American operations in 110 days. Dell ████████████████████████████

████████████████████████████

Our team has extensive experience integrating legacy systems as part of large-scale deployments. At Halliburton, we consolidated a large number of legacy systems into a common SAP infrastructure. This effort was part of a ████████████████ deployment that we successfully completed in only 18 months.

1.5   The Smart Border Alliance Exceeds the Acceptability Requirements for the US-VISIT Program

The Smart Border Alliance has a consistent delivery track record with border management processes and systems including pre-entry planning, monitoring,

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entry and stay management, investigations and field operations. We have proven experience delivering nation-wide deployments of $500 million plus programs. We have world-class high- volume, performance-driven, network-based global systems experience and qualifications. Our team brings the best capabilities to reduce program risk and successfully deliver US-VISIT.

Project	Description
	Additional Team Qualifications
(Raytheon)	■ ■ ■ ■ ■
(Raytheon)	■ ■
(Stanley and Associates)	■ ■
(Titan)	■ ■
(Deloitte)	■ ■ ■ ■ ■

USVQ 068

Figure 1-6. *Our experience in large, complex national and global deployments provides us with lessons learned and insight for a low risk US-VISIT deployment approach –*
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