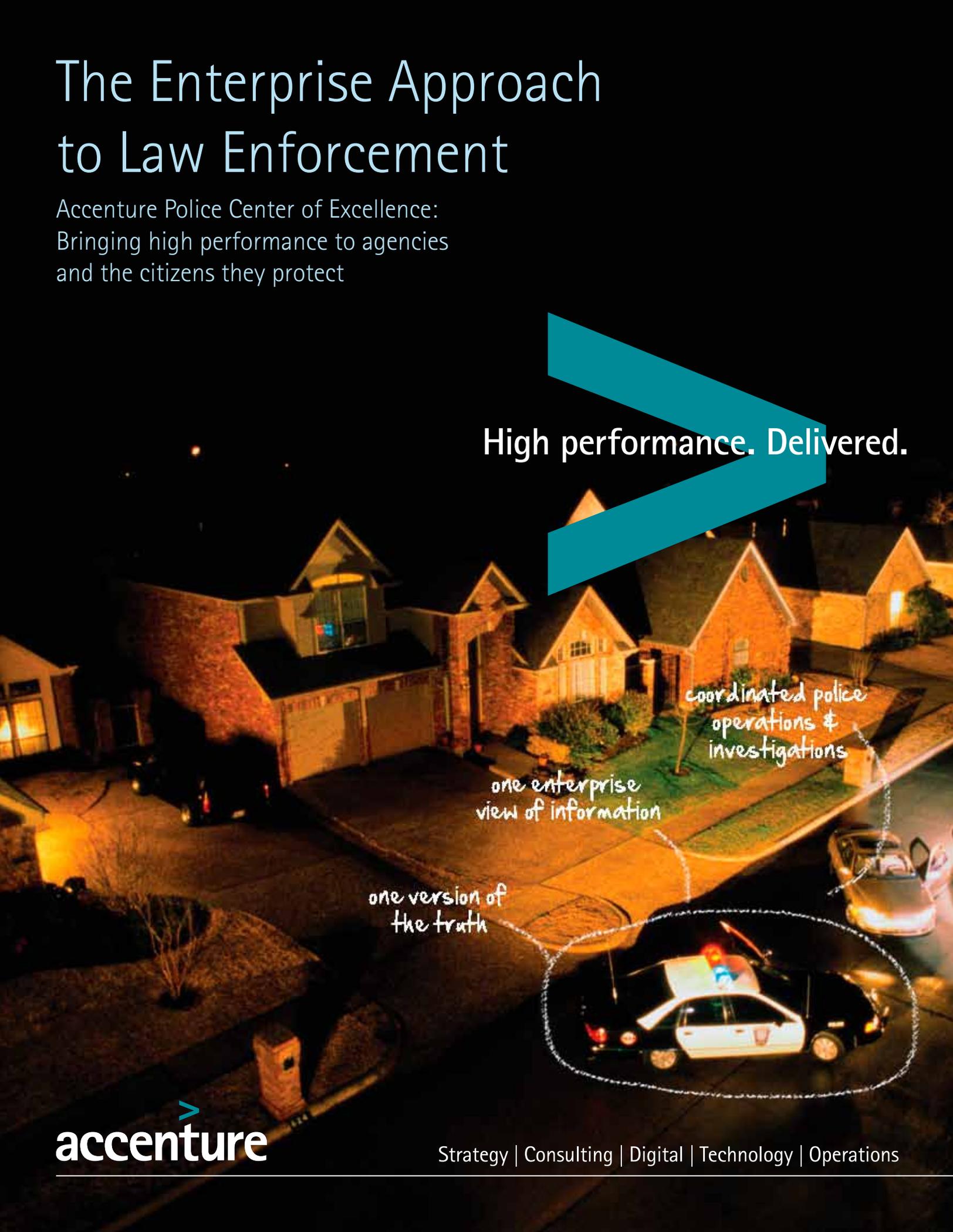


The Enterprise Approach to Law Enforcement

Accenture Police Center of Excellence:
Bringing high performance to agencies
and the citizens they protect



High performance. Delivered.



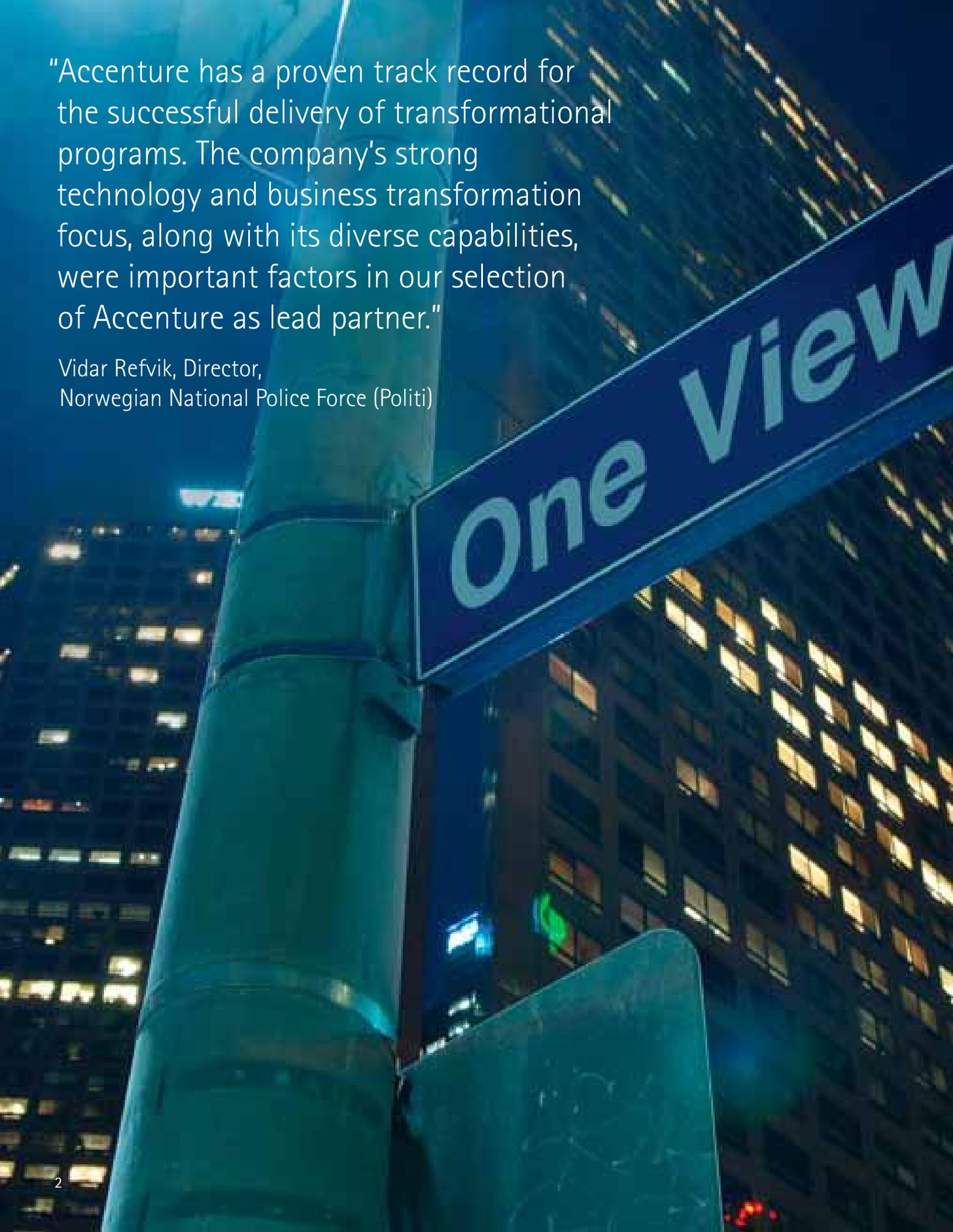
coordinated police
operations &
investigations

one enterprise
view of information

one version of
the truth

**accenture**

Strategy | Consulting | Digital | Technology | Operations



"Accenture has a proven track record for the successful delivery of transformational programs. The company's strong technology and business transformation focus, along with its diverse capabilities, were important factors in our selection of Accenture as lead partner."

Vidar Refvik, Director,
Norwegian National Police Force (Politi)

At a routine traffic stop, an officer pulls over a driver for a moving violation. A records check reveals no records found. What the officer doesn't know is that the driver is a violent felon from a neighboring jurisdiction—the system is not integrated with partner agencies or court records.

As part of a task force, Federal agents are about to interview a potential witness to a crime. Agent notes imbedded in an unrelated case file indicate that person is a police fighter and is known to carry a concealed weapon. But that information is not linked to this investigation; it's hidden in the system. Situations like these put the public—and law enforcement personnel—in danger.

The information management challenge

Historically, law enforcement agencies have had to swivel the chair, hunting for information from system to system, making manual links. Why? Because limited funding and resource constraints have compelled police departments and investigative agencies to find one-off solutions for each operational need. In the end, agencies are left with numerous disparate systems that do not offer an enterprise view that enables officers to see every piece of available information on a subject—associations, arrest records, field interviews, convictions, cautions and links to minor incidents and major investigations.

When policing systems don't "talk" to one another, or out-of-date, simplistic legacy systems are overburdened, law enforcement agencies are at a disadvantage in fighting crime. **An enterprise-wide view of information**, which includes data integrated from partner agencies, not only connects isolated islands of information, but better equips law enforcement personnel to fight today's sophisticated crime, rather than fighting the system.

Accenture has spent more than 20 years on the police beat. We help law enforcement agencies in the US, Canada and across the world achieve operational excellence by integrating key information, processes and systems related to command and control, police operations, investigations and intelligence, so officers have the enterprise view of any situation they encounter. In many cases, the welfare of the officer and the public they serve depends on it.

A different way of thinking

The process of policing and investigation, no matter the agency, is fundamentally the same. However, individual agencies enforce the law and execute the mission in unique ways. But even in the 21st century, agencies continue to rely on pre-defined vendor solutions for records management and other needs, essentially forcing officers to adapt their way of working to the system. And these solution silos only add to an already fractured network of police information.

Forward-thinking agencies know that front line officers and investigators need to be empowered. Policing is not just about documenting reports and investigations; it's about easily getting actionable information out of the system when needed. And not just from the local records, but also information integrated from other sources – all in one view. For example, an officer is dispatched to a domestic call related to John Smith. The officer runs one enterprise query across local and integrated sources of information from other agencies. Before he even knocks on the door he knows that Mr. Smith has been the subject of 12 incidents locally, is associated to an open investigation for money laundering, there's no active warrant but a protection order exists, he has 2 handguns and one car registered to his name, is a known drug user/seller, is due in district court next week on assault charges, has 4 misdemeanor and 2 felony convictions across 4 states, and he is known to live

More than 15 international police and investigative agencies rely on Accenture today as a strategic ally for people, processes and technology.

Ireland's An Garda Síochána, its national police force of 13,000 officers, has been using an Accenture-developed police operations solution for more than 10 years.

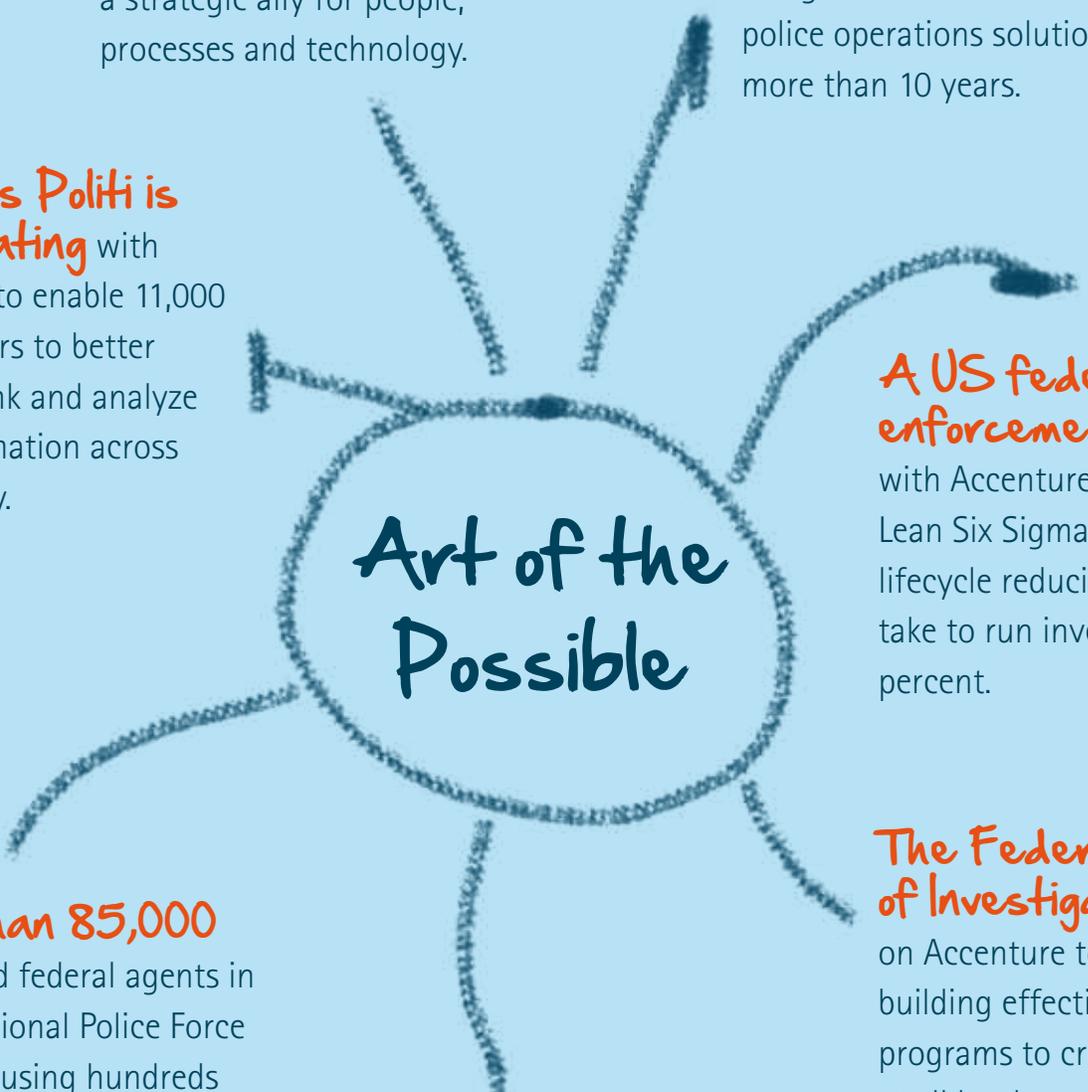
Norway's Politi is collaborating with Accenture to enable 11,000 investigators to better manage, link and analyze case information across the country.

More than 85,000 officers and federal agents in Spain's National Police Force went from using hundreds of systems to one integrated solution for police operations, investigations and intelligence.

Accenture developed, manages and operates the two largest biometric databases in the world. In 10 seconds or less, agencies can confirm the identity of criminals, suspected terrorists, or law abiding citizens. Today, these systems collectively house 300 million unique biometric records and are growing by 1 million per day.

A US federal law enforcement agency, with Accenture's help, applied Lean Six Sigma to its investigative lifecycle reducing the time agents take to run investigations by 50 percent.

The Federal Bureau of Investigation relies on Accenture to assist it in building effective leadership programs to create FBI leaders at all levels.



Art of the Possible

with his girlfriend and 3 kids. And if need be, the officer can easily do a quick look into any of these areas through his mobile device because the sources of information are integrated. And while the officer's access to the open money laundering investigation, for example, may be limited, he now knows the name and number of the investigator running the investigation so he can collaborate with them to not jeopardize the case. And once the officer is done with the call, his report will be the 13th local incident added to the "one version of the truth" enterprise view for John Smith.

In the past, gaining this type of insight would take logging into multiple systems, a couple of phone calls to colleagues, a request to dispatch for location history, and a smart officer who ties the pieces together in mind or on paper. Whether police operations for local police forces, or major investigations for Federal law enforcement agencies, there are numerous organizations benefiting from our enterprise approach today.

The Accenture edge

Accenture applies strategic insight, business process excellence, and strong implementation and IT capabilities to deliver an enterprise-wide view of information. With a strong IT and operational foundation, law enforcement agencies can:

- **Increase officer and agent safety** by enabling access to all available information on any person, place or thing including arrests, convictions, field encounters, associated people and vehicles, warrants, registered firearms, aliases, cautions and previous crimes at that location—all in one enterprise view.
- **Enable predictive policing** by integrating value-add tools like visualization and analytics so law enforcement personnel can see links in data and run basic analytics to prevent and solve crimes faster.

- **Benefit from strategic information** at the click of a button. Business intelligence reports communicate crime rates, response times, number of cases open, closure rates and hundreds of other metrics to deliver a window for agency leaders to quickly understand what the agency is accomplishing and where it can shift its resources.
- **Save on resources**, as our global law enforcement clients who have benefitted from project cost savings up to 50% using Accenture accelerators. These clients have also experienced reductions in yearly operating costs ranging from 15 to 20%.

How do we do it?

Process excellence and the enterprise approach

Accenture is not a vendor. Unlike vendors, we understand policing from the enterprise perspective—we are not looking to simply plug holes. Our methodology begins by understanding the inner-workings of the agency, collaborating with you to document a process-driven operating model customized to your agency's unique way of doing business. We then find the right technology to meet those processes. In so doing, we recognize that technology is not a one-size-fits-all endeavor. We look for the right solution to improve the process. Whether commercial off-the-shelf (COTS) or custom, it's about what makes sense for your agency, integrating all your data sources into one common view. In some instances, certain processes are best left to phone or paper, letting officers do what they do best. Through it all, we draw from a toolset of proven models and solutions, including:

Accenture Police Process Model

Our research and experience show us that 75 percent of processes required to track and respond to crimes are essentially the same. To that end, Accenture has developed a universal police process model housed at the Police Center of Excellence as a way

to jumpstart the process of documenting your operating model. Agencies never have to start from scratch. We collaborate with you to customize the model. The Police Process Model, continually refreshed with best practices and lessons learned each year, ensures powerful outcomes for your agency:

- Police operations and investigations workflows are consistent and automated.
- Officers and agents gather information just once—no more wasting time duplicating data.
- Your enterprise has one version of the truth for each person, place or thing.
- Information is shared and available across the agency when it's needed.
- Information from partner agencies is directly integrated enabling the enterprise view—no more swiveling of the chair from one system to another.

Accenture policing solutions

Once the operating model is documented, it's time to find the right solution to enable it. Each of our policing clients is unique, and our solutions are tailored to meet those unique needs. While we've built custom solutions for some agencies, other efforts have included integration of COTS, while others require a combination. Our technology-agnostic, integration approach allows this to happen. Leveraging our experience and best practice, we've even developed a custom-built policing operations and investigations solution that has been deployed to almost 100,000 officers. It combines market-leading COTS products with case and intelligence management, plus a comprehensive range of sophisticated investigative support tools in an integrated, modular infrastructure. It's a jumpstart toolset for the development process so our policing clients save upfront costs, resources and overall time needed to complete such programs.

Accenture's Law Enforcement Experience

Accenture Police Center of Excellence

Accenture's specialized offerings to help law enforcement agencies progress toward high performance are all accessible via local Accenture teams and the Accenture Police Center of Excellence. As a first step to realizing the art of the possible, many of our existing clients have collaborated—and continue to collaborate—with us onsite and visit sister agencies already using the enterprise approach. Schedule a visit or talk to our local people on the ground to learn how to apply these global best practices to your agency.





An aerial night view of a city street. In the foreground, several police cars are visible, including a white car with 'POLICE' written on the side and a red motorcycle. A dark car is parked on the right. In the background, a multi-story building with lit windows and a blue awning is visible. The scene is illuminated by streetlights and building lights.

“From the outset, we had very clear ideas of what our requirements were. We worked with Accenture and together, I believe, we’ve got a state of the art system working to its full capability.”

Joe Kinsella, Detective Inspector,
Irish National Police Force
(An Garda Síochána)

Change management

Law enforcement is a deep-rooted culture. Powering that culture is the inherent notion that the mission cannot fail. For transformational programs to be successful, law enforcement personnel must understand the pending changes, believe in them and implement them correctly. For each of our clients we implement robust change management including training and education around the new strategy. Designing and implementing communications and sponsorship materials, as well as organizing talking sessions at HQ and field levels in an effort to gain commitment and understanding of the strategy at all levels—all typical activities to ensure you maximize your investment in your agency.

Global experience, industry knowledge

Accenture is a global management consulting, technology services and outsourcing company, with more than 246,000 people serving clients in more than 120 countries. We serve the world's leading companies and governments and work with organizations of all sizes—including 92 of the *Fortune* Global 100 and more than three quarters of the *Fortune* Global 500.

Our long history of working with police and law enforcement agencies worldwide has enabled a deep understanding of police business processes and technologies. All this policing knowledge has been consolidated inside the Accenture Police Center of Excellence to help deliver real value and real-world results to our law enforcement clients.

Accenture has collaborated with law enforcement agencies in Australia, Austria, Canada, Chile, Finland, France, Germany, the Netherlands, India, Ireland, Italy, Norway, Portugal, Singapore, South Africa, Spain, the United Arab Emirates, the United Kingdom and the United States to deliver results that impact the agencies themselves, and the people they serve.

With a keen focus on the complete view of police processes, technology and outcomes, our local teams in your city, with support from our Police Center of Excellence, architect strategies and solutions that derive from global experience, but are customized for federal, state, provincial and local law enforcement agencies.

People who know policing. Our local and worldwide teams include current and former police officers, special agents, CIOs of police agencies and more who know what it's like to be behind the blue line, all dedicated to helping our policing clients in the application of business process improvement, best-of-breed technology and systems integration. And through the Accenture Police Center of Excellence, our client agencies also collaborate with each other.

Solutions that run the gamut. We are technology-agnostic. It's not about the technology; rather, it's about how you do business. Once we fully understand your operating model, we implement the best technology and process improvement to address it. At the Accenture Police Center of Excellence, we evaluate best-of-breed vendors and develop custom technologies in records management, police operations, investigations, business intelligence, communications intercept, voice biometrics and numerous other areas so our policing clients don't have to do the legwork. We integrate with solutions from leading providers including Oracle, Microsoft, SAP, IBM and other specialized technologies—and if commercial off-the-shelf isn't the answer, we custom-build the right solution for you.

Working in your jurisdiction. There are 43 Accenture offices in 40 major US cities across 24 states and 6 offices across Canada. Our local teams work right up the street from you and serve as your window into our worldwide experience. Whether you are a federal, state, provincial or local agency, we operate in just about every North American geography including New York, California, Texas, Washington DC, Arizona, Illinois, Massachusetts, Ontario (CA), Alberta (CA) Quebec (CA) and more.

Getting the job done. Agencies look at Accenture as a strategic partner that brings the people, process and technology to get them from Point A to Point B. From developing a five-year strategic plan to actually implementing it. With a keen focus on the complete view of police processes, technology and outcomes, we help law enforcement agencies reduce the time, cost and risk associated with projects. Our dedicated Police Center of Excellence brings our experience and methodology together in one high-performing team to accelerate delivery.

Law Enforcement excellence in your backyard and around the world

Accenture has collaborated with law enforcement agencies all over the world to deliver high performance.

The Spanish Civil Guard (National Police)

asked Accenture to develop its Integrated Operations Management System (SIGO). SIGO is a fully integrated police operations system that more than 85,000 police officers and federal agents use to record incidents, conduct investigations and research intelligence. SIGO is integrated with numerous policing, judicial, private sector (hotel industry) and even internal HR and finance systems to provide officers every piece of information available about a person, place or thing—all in one view. Officers no longer have to log into hundreds of systems, and they have access to one version of the truth on anything they encounter. SIGO also allows citizens to file complaints and provide tips online. And agency leaders have ready access to key business intelligence, meaning they know what crimes are happening, where and how often.

The Commonwealth of Massachusetts Integrated Criminal Justice Information System (ICJIS) vision integrates traditional criminal justice and law enforcement information systems to provide each agency the information it needs, at the time it is needed, in the form that it is needed, regardless of the source and regardless of the physical location at which it is stored. Accenture worked with the Commonwealth to develop an ICJIS Strategic Implementation Plan, which identified the activities and sub-projects to be undertaken by the Commonwealth to integrate its criminal justice systems together.

An Garda Síochána, the Irish National Police Service, partnered with Accenture on a large-scale program called PULSE to develop a single consolidated data repository for the police that would support all operational policing processes across the country for its 12,000 officers. By eliminating non-value-added tasks, improving process workflows and introducing improved technology, PULSE realized substantial efficiencies. Accenture has been working with An Garda since 1996, and we continue to drive innovation in all that they do.

The Sacramento County Sheriff's Department (SSD) found it cumbersome to access a suspect's personal information and criminal history since it exists across several local, state and federal locations. To address the gap, SSD engaged Accenture and Microsoft, through our joint venture Avanade, to develop an application architecture merging data from multiple sources. The information is instantaneously available to officers through a custom developed mobile device integrated directly with a mug shot database. The extensible architecture allows additional data sources to be added at anytime.

Portugal's Polícia de Segurança Pública (PSP) has been an Accenture client since 2002. The PSP's 22,000 officers account for all core policing and investigative operations on an integrated platform nationwide, custom developed and maintained by Accenture. The enterprise

solution includes case and incident management, investigations, resource planning and coordination, prisoner functions, firearms licensing, traffic citations and other functions, all enabled in the field through mobile platforms.

The Norwegian Police Service (Politi) and Accenture are developing a new national crime management system to support police investigations and criminal prosecutions in Norway. The crime management system will enable the Norwegian police force to better manage, link and analyze case information and intelligence for greater reliability and consistency across law enforcement, police investigations, border management, emergency response and case administration for its 11,000 officers.

The Royal Canadian Mounted Police (RCMP) began working with the Accenture Police Center of Excellence in 2011. As part of its dedication to continually strive for high performance, RCMP asked Accenture to complete an information management assessment of its core operational and investigations areas based on our experience with similar police forces around the world. The results of the assessment and strategic review are serving as the catalyst for additional enhancements that RCMP is preparing to make to its policing enterprise for the benefit of its 30,000 sworn and civilian personnel countrywide.

The US Department of Homeland Security (DHS) plays an important role in reducing the risks of cybersecurity threats. At the cornerstone of its programs is identifying those who pose physical and virtual risks to the country. The agency engaged Accenture to create and deploy an integrated, nationwide system, one that applies biometrics—digital fingerprints, photographs and emerging modes like iris and facial—to accurately identify and track individuals moving into and around the country that pose security risks, while at the same time streamlining the movements of those who do not.

Build a foundation for high performance in your law enforcement agency

Accenture works in your city, on your block and in your industry. We bring global policing expertise, processes and technologies to your doorstep to make any mission possible.



visual links
between
persons,
places
& things



About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with more than 246,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world's most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US\$25.5 billion for the fiscal year ended Aug. 31, 2011. Its home page is www.accenture.com.

For more information, please contact:

Maurice Philogene
Accenture Police Center of Excellence
North America Lead
maurice.philogene@accenture.com
+1 703 947 3447

David Gaucher
Accenture Police Center of Excellence
Federal Law Enforcement
david.d.gaucher@accenture.com
+1 703 947 1392

Walter Collier, III
Accenture Police Center of Excellence
State, Provincial & Local Law Enforcement
walter.collier.iii@accenture.com
+1 703 947 2258

www.accenture.com/lawenforcement

