



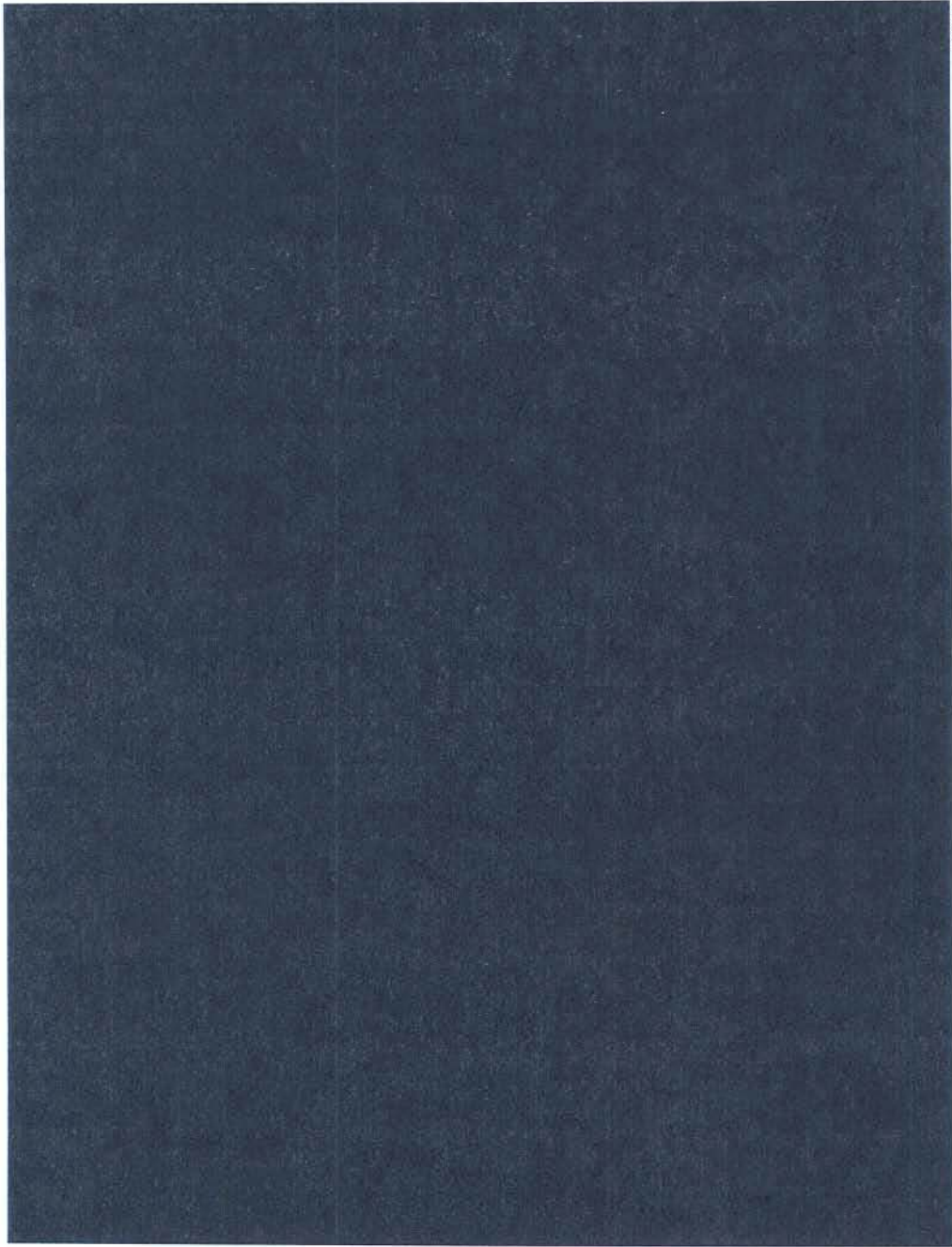
10.0 ORGANIZATIONAL STRUCTURE

Our organizational structure evolves along with responsibilities and requirements, providing clear roles and responsibilities that minimize teaming partner conflict and direct support of implementation methodology.

10.1 Implementation of End Vision with Proposed Teaming Partners/ Subcontractors

Accenture formed the Smart Border Alliance to bring together the skills and experience needed to address the US-VISIT challenges and achieve the four program goals. We selected team members based on their strengths in ten capability areas as shown in Figure 10-1. We assembled the Smart Border Alliance based on the capabilities of the companies to overcome and achieve these challenges and goals. All team members have border management experience combined with a range of business and systems integration capability to transform cross-agency functions into a seamless, virtual border management process that speeds travel and improves security. Figure 10-1 also defines the role(s) of each team member and their relevant experience performing these roles. We achieve success by drawing collaboratively on our relevant experiences and proven skills.

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10.1.1 Organizational Structure

We designed our organizational structure to deliver the End Vision,

Volume 3, Part A End Vision

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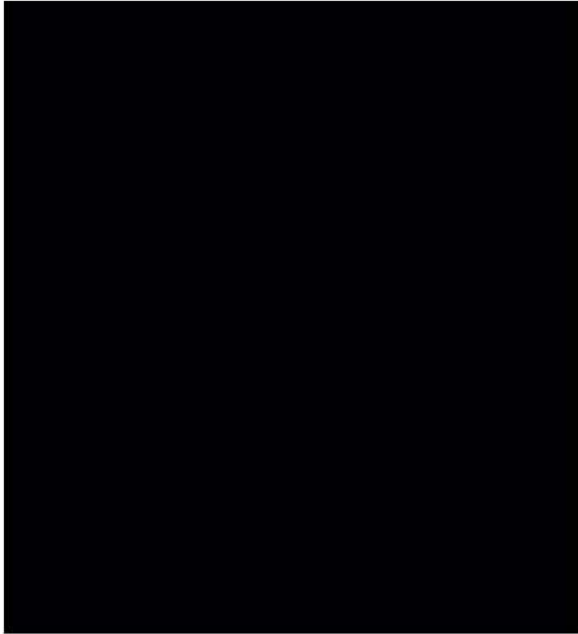
Figure 10-1. The Smart Border Alliance implements the End Vision with its proposed teaming partners and

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

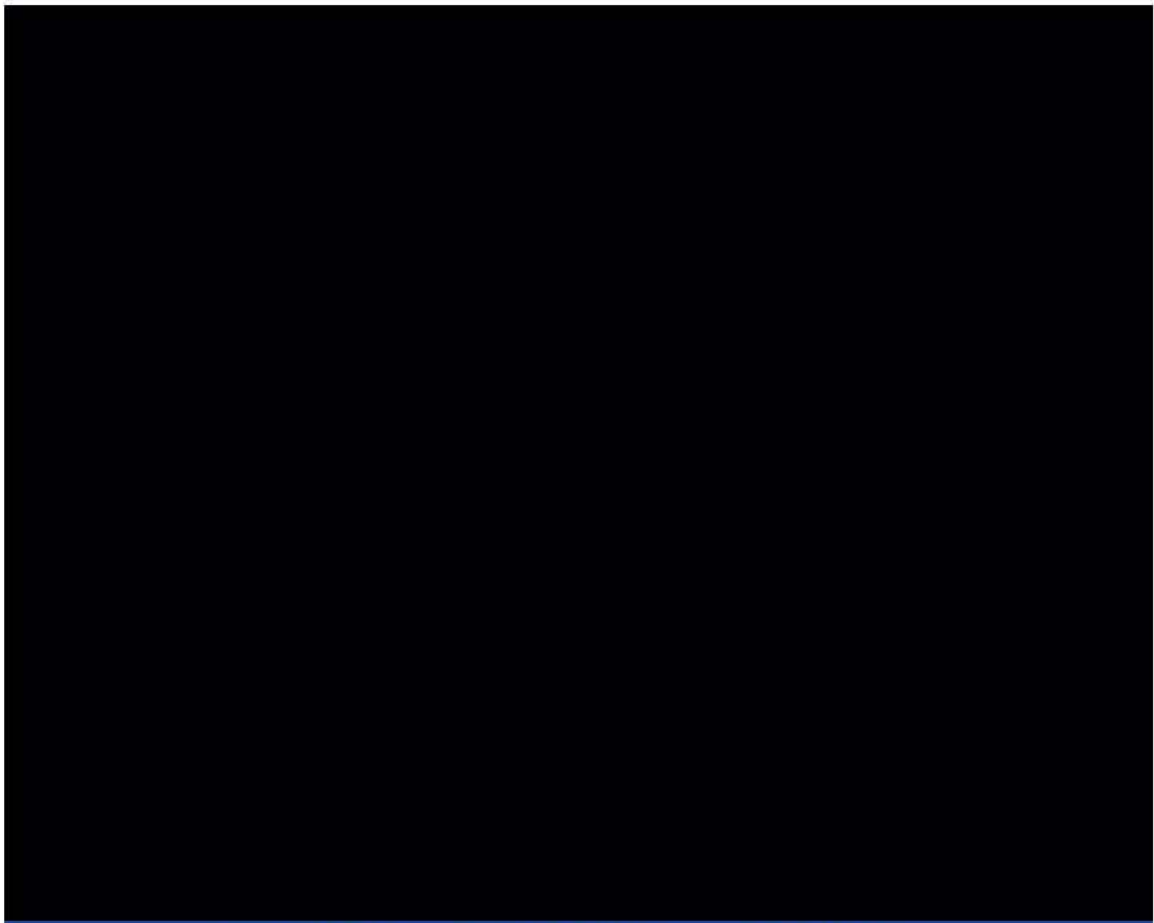
We align our [redacted] with the US-VISIT Program Office (UPO) and with border management stakeholders. The [redacted] work together with the UPO to manage critical program issues and [redacted]

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US-VISIT Program Office and Government Stakeholders

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Figure 10-2. [redacted] *our organizational structure provides clear roles and responsibilities to promote direction and focus*



skills of Government, border management, and technical environments to mitigate program risks.

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[Redacted]

Interface Points and Program Plan Execution. Our team builds direct lines of communication between DHS and Alliance roles to create a partnering environment that works together at every phase of the program as shown in Figure 10-3.

DHS executives communicate directly with their corresponding Alliance executives, each of whom manages a

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[Redacted]

We establish accountability within our Alliance to execute successfully according to the program plan.

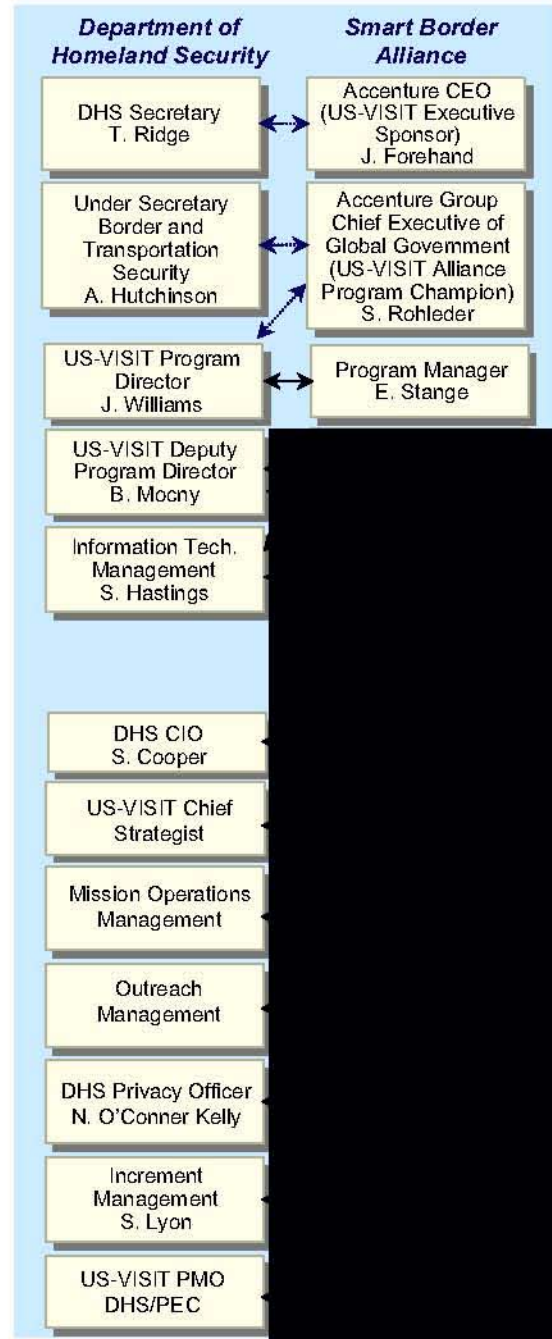
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[Redacted]

We realize that every individual is important to achieving success and we have enlisted our best people to guide and deliver the desired business results, up to and including Accenture's CEO, Joe Forehand. Joe is the Executive Sponsor for the Smart Border Alliance and brings strong leadership and guidance to our team.

10.2 Accenture and Teaming Partners/ Subcontractor Roles and Responsibilities

We have identified the key roles and responsibilities, as shown in Figure 10-4,



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Figure 10-3. We directly align with DHS to

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necessary to implement the End Vision successfully. We have defined responsibilities and performance expectations that enable a clear understanding of scope and expected results.



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| <i>Alliance Role</i> | <i>US-VISIT Counterpart</i> | <i>Alliance Responsibilities</i> |
|----------------------|--|----------------------------------|
| [Redacted] | US-VISIT Program Director – Jim Williams | [Redacted] |
| [Redacted] | US-VISIT Deputy Program Director – Bob Mocny | [Redacted] |
| [Redacted] | DHS CIO – Steve Cooper | [Redacted] |
| [Redacted] | US-VISIT PMO DHS/PEC | [Redacted] |
| [Redacted] | US-VISIT Deputy Program Manager – Bob Mocny | [Redacted] |
| [Redacted] | Information Technology Management – Scott Hastings | [Redacted] |
| [Redacted] | Increment Management – Shonnie Lyon | [Redacted] |
| [Redacted] | [Redacted] | [Redacted] |
| [Redacted] | [Redacted] | [Redacted] |
| [Redacted] | [Redacted] | [Redacted] |

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

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10.3 Organizational/Management Approach Support of Desired Business Results

A program the size, complexity, and duration of US-VISIT requires an organizational and management approach that can adjust to a changing environment, minimize knowledge transfers, and involve stakeholders. Our structure enables us to

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standard processes throughout the program life cycle as shown in Figure 10-5.

Our approach b(4)

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- | Desired Business Results |
|---|
| ■ Improve facilitation of legitimate trade and travel |
| ■ Improve identification of high-risk travelers |
| ■ Enhance security through rational risk-management |
| ■ Meet legislative goals |
| ■ Improve entry and exit visibility |
| ■ Improve responsiveness to national alerts |

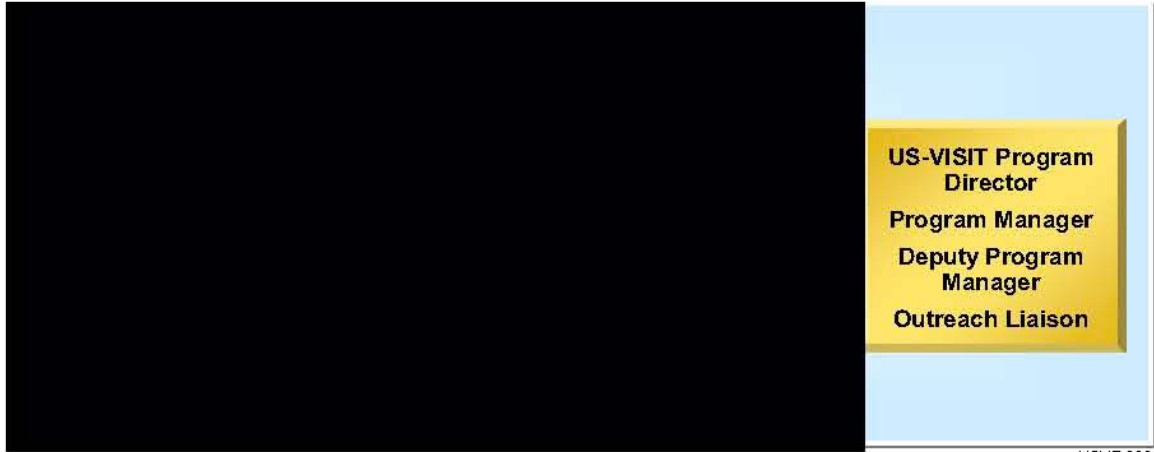
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Figure 10-5. Our organizational management approach minimizes potential conflicts by

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Figure 10-6. [Redacted] US-VISIT in providing safe and secure borders for U.S. citizens and its visitors

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[Redacted]

each increment. In addition, [Redacted] is responsible for incremental release strategy adherence to the DHS view of the Homeland Security Enterprise Architecture. Through this structure, the incremental release strategy drives the long-term vision, maintains consistency with the HLS EA, and minimizes the potential for conflicts of interest [Redacted]

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[Redacted]

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Minimizing Potential Conflicts of Interest. Our organizational and management structure minimizes potential conflicts of interest by clearly defining the incremental release strategy, defining sub-contractor teaming agreements and statements of work, and by applying program management and control methods. [Redacted]

Throughout each increment release, the Alliance develops sub-contractor teaming agreements and statements of work that clearly define responsibilities. This minimizes the potential for overlapping responsibilities or ambiguous areas of ownership.

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[Redacted] for planning the incremental release strategy which defines which operational and technical requirements, new or changed business processes, and infrastructure and platform changes to be implemented for

When conflicts of interest arise, [Redacted]

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10.4 Incentive Structure and Teaming Partner/Subcontractor Incentive Sharing

Our incentive structure offers incentives



b(4) demonstrates our commitment to US-VISIT.

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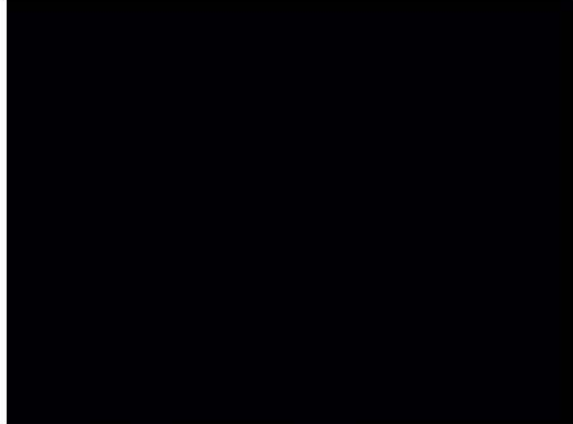


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Figure 10-8. Our incentive structure

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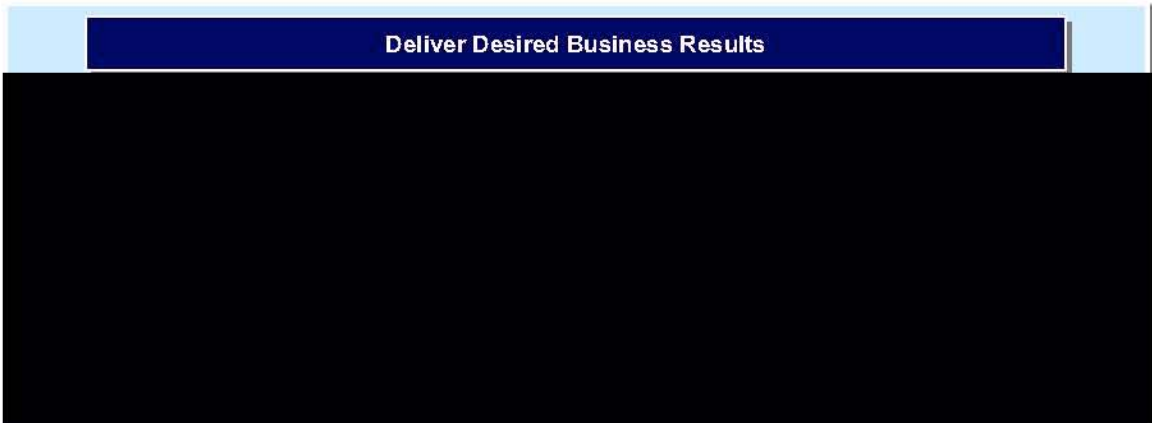
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10.5 Key Program and Project Management Methodology Components
An effective program and project management methodology incorporates effective planning, management, delivery, and implementation processes across

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Figure 10-7. We include teaming partners and subcontractors in the incentive structure to

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Volume 3, Part A End Vision

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Figure 10-1. The Smart Border Alliance implements the End Vision with its proposed teaming partners and

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