



AMERICAN SYSTEMS

Response to:

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PROJECT MANAGEMENT OVERSIGHT (PMO) PROGRAM SERVICES

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Introduction

Founded in 1975, AMERICAN SYSTEMS is one of the largest employee-owned companies in the United States, with 2006 revenues in excess of \$300 million. Based in Chantilly, VA, the company provides program management office support, systems engineering, business process outsourcing, consulting, training, analytical support, and IT solutions nationwide to government and commercial customers through a field services organization located in 22 U.S. locations. Our 1,400 employee-owners are committed to delivering the highest quality solutions to every customer. In October 2007, AMERICAN SYSTEMS was named Mid-sized Government Contractor of the Year at the Greater Washington Government Contractor Awards. One of the largest systems integrators (#13 on the Washington Business Journal's 2005 List) in the Washington, D.C., area, as well as one of the largest technology employers (#17 on the Washington Business Journal's 2006 List), AMERICAN SYSTEMS has the capabilities, experience, and workforce to provide the U.S. Department of Transportation, Federal Transit Administration (FTA) with a full range of Program Management Oversight support services.

AMERICAN SYSTEMS maintains an **enterprise-wide ISO 9001:2000 registration, which includes ISO 9001:2000 registration of our Independent Verification & Validation (IV&V) Program and the only ISO 9001:2000 registration of a Risk Assessment Process for IT programs in the United States.** Our experience in program management, systems engineering, and process engineering has led the Software Engineering Institute (SEI) to recognize AMERICAN SYSTEMS as an SEI Capability Maturity Model[®] Integration (CMMI) Transition Partner authorized to teach, evaluate, and assess system engineering processes and practices.

AMERICAN SYSTEMS has the demonstrated and proven experience and capabilities to provide the PMO support services described in the FTA-08-PMOC Sources Sought Notice. A sizable portion of AMERICAN SYSTEMS' business base over the past 25 years has been in the realm of program management office services to federal agency, military, and commercial customers. Since March 1999, we have been providing Program Management, Independent Verification & Validation (IV&V), and Process Review and Improvement services in support of the:

- National Archives & Records Administration (NARA), Electronic Records Archive (ERA) PMO
- U.S. Agency for International Development (USAID), Information Resources Management (IRM) PMO
- U.S. Department of State, Bureau of Consular Affairs, Consular Systems Division (CA/EX/CSD)
- U.S. Department of Justice,
- U.S. Government Printing Office
- U.S. Department of Homeland Security (DHS), Immigration and Customs Enforcement (ICE), Office of the Chief Information Officer (OCIO), ATLAS Program

NARA ERA PMO

AMERICAN SYSTEMS supported NARA in the establishment of the ERA PMO and related infrastructure. Our PMO team assisted NARA with developing the ERA acquisition strategy and execution over a five year period. We developed standard PMO operating procedures, utilized use cases for elicitation of requirements, evaluated requirements for proper formation and completeness (IV&V), and provided Quality Assurance and Configuration Management implementation support. We developed a comprehensive program Metrics Plan that addressed metrics requirements across the entire program life cycle and identified effective metrics that would be collected during each phase. Our team developed a detailed WBS that addressed both agency and contractor support staff. We also developed and provided



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implementation support for a continuous and proactive Risk Management Program, which included facilitation of annual independent program risk assessments. We reviewed the ERA Enterprise Architecture (EA) updates and provided input on how ERA would affect or might be constrained by EA directions.

AMERICAN SYSTEMS provided a full range of capital planning support. We developed the Business Case Analysis and Life Cycle Cost Estimate (LCCE) for the ERA PMO in cooperation with a NARA wide integrated product team and developed annual updates in support of ERA budget submissions. Our team adapted their methodology in compliance with existing NARA budget development guidelines and guidance from OMB (A-11).

Our ERA oversight team supported ERA budget meetings with OMB staff and to generate a budget that supported the ERA Acquisition Strategy. In support of these meetings we conducted market research into likely products, utilized cost estimation models using function point analysis and the use of modified COTS, to develop cost estimates for the ERA system and initial budget.

AMERICAN SYSTEMS assisted NARA in identifying and evaluating technological, managerial, procedural, and organizational options in the deployment and use of ERA with the goal of improving business processes, performance, and customer service in accordance with the objectives and performance targets laid out in NARA's Strategic Plan or identified by the Program Office. We also assisted in developing, implementing, and executing strategies and plans for meeting the requirements of federal budgetary and regulatory requirements and policies applicable to major information technology investments. This included federal guidance described in OMB Circular A-130; The Clinger-Cohen Act (ITMRA); the Government Performance Results Act; the Federal Acquisition Streamlining Act as it relates to major IT initiatives; the Government Accounting Office (GAO) Information Technology Investment Management (ITIM) framework; OMB Circular A-11 as it pertains to information technology initiatives; and other federal policies, rules, regulations, and legislation that apply to major IT initiatives of similar scope and scale to ERA.

Our PMO support team provided direct support to NARA IPTs to develop the ERA acquisition strategy and establish a proactive engagement with industry and NARA to improve industry understanding of NARA's line of business in the early stages of acquisition. Our team successfully transitioned that strategy into reality by preparing a series of white papers on ERA and conducting requests for comment, industry capability engagements and draft and final RFPs.

In parallel AMERICAN SYSTEMS developed the ERA Source Selection Plan and provided key support in developing selection criteria for the solicitation. We worked hand-in-hand with NARA contract and legal staff to produce a successful solicitation to award the ERA system development contract. As a direct result of American Systems' support, NARA received compliments from industry participants regarding the open and thorough manner in which the solicitation was conducted. In addition, we provided technical advisors to support the source selection committee.

AMERICAN SYSTEMS conducted comprehensive market research and documented the results in a detailed Market Research Report for use by the government source selection team. We developed the WBS for the ERA Program, which involved planning and estimating required labor skill levels and numbers to complete assigned products within the ERA Program WBS. Our support team also assisted with the selection of major tools to integrate program information for the ERA Program.

Our PMO team conducted IV&V of the Access to Archival Databases (AAD) requirements, design, implementation, and testing. Our IV&V approach is based on a philosophy, which asserts that reliable



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evaluations of engineering systems, processes, or products require highly skilled, experienced, and knowledgeable engineers and managers.

AMERICAN SYSTEMS applied ISO, IEEE and EIA software and systems standards in our assessments of the Access to Archival Databases (AAD), which was the first publicly accessible system implemented under the auspices of ERA. We conducted our assessments of AAD in compliance with recent legislative direction to apply industry consensus standards in information systems implementations. Our IV&V team became experts on NARA policies and procedures and applied that knowledge to their IV&V activities. As a result, the implemented ADD system was more closely aligned with NARA and ERA requirements than it would have been without IV&V scrutiny.

AMERICAN SYSTEMS is uniquely qualified in applying industry consensus standards, particularly those issued by the IEEE. Several of our IV&V team members are active members of the IEEE Standards Association and directly contribute to the content of IEEE standards. Our IV&V staff is widely recognized as experts in the industry, having been invited to present their IV&V techniques to the Washington, D.C. Software Process Improvement Network (DC-SPIN), a group that includes membership and sponsorship by the Software Engineering Institute (SEI) as well as members from several government agencies and commercial industry leaders.

We applied our IV&V expertise to the Acquisition phase of the ERA Program in assessing program plans, documents and requirements for compliance with IT related laws and regulations and NARA directives. Our assessments focused on compliance with the format and content requirements of a variety of industry consensus standards, including those from the IEEE, the SEI and the Project Management Institute. Our IV&V team developed more than 50 assessments that were accepted by the government in calendar year 2003 alone. The GAO relied on the accurate results of our assessment reports for their informal report to Congress on the health and status of the ERA Program. Subsequent compliance with our team's recommendations in those reports has contributed significantly to the cumulative success of the ERA Program.

AMERICAN SYSTEMS earned special mention by GAO for our IV&V expertise and results:

“Independent Validation and Verification (IV&V): “ASC deliverables in this area are excellent. I have received compliments from oversight on the quality of ASC’s IV&V products. This is a core competency of this company and they have provided senior people to support deliverables in this area.”

USAID IRM PMO

AMERICAN SYSTEMS supports the IRM PMO with a team of specialists that ensure the prime contractor delivers quality products that are responsive to USAID tasking and are developed in a manner consistent with recognized systems engineering, Project Management Institute, and the Software Engineering Institute (SEI) Capability Maturity Model (Integration) (CMMI) based structure. We provide IV&V, systems engineering, and PMO services for activities across a range of projects within USAID IRM.

Since 1999, AMERICAN SYSTEMS has demonstrated their ability to provide quality program management, IV&V, systems engineering, and process improvement services to the USAID IRM PMO. We have been a leader in supporting the IRM office and its divisions, where minimal or no standard processes existed, with quality process improvement initiatives. We have been a creative in adapting to evolving OMB requirements and the resulting improvements required for USAID program processes and organization. Our team is committed to continuously establishing and improving PMO processes and



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working with government managers to improve standard processes, including: Requirements Management, Configuration Management; system change control, project life cycle processes/phases, WBS definition, total cost of ownership, risk assessment, integrated test and evaluation strategy, system security, system technical hardware and software baselining, project management portfolio controls, and database definition.

AMERICAN SYSTEMS applies a PMO program management process quality framework reference based on Project Management Institute (PMI) Project Management Areas as a standard reference guide for IT program requirements and processes. We also apply an integrated IT program requirements quality framework based on integrating federal and industry IT governance and technical requirements related to project life cycle system acquisition, OMB 300 submission, enterprise architecture, configuration management baselines, and system security processes.

Our demonstrated versatility and wide ranging expertise in support of USAID IRM includes reviews (software, hardware, and documentation), audits, assessments, investigations, surveys, performance evaluations, problem investigations, tradeoff studies, performance evaluations, and system investigations. Our team conducted special investigations, including cost assessments, business case analysis, total cost of ownership studies, integrated architecture and technical baseline studies/tools, governance and ADS assessments, risk/CM assessments, and security assessments.

AMERICAN SYSTEMS assists the IRM PMO with portfolio management process requirements mandated by OMB. Our support includes defining the portfolio prioritization selection criteria and developing an initial portfolio database tool that supports the USAID process and manages required portfolio performance data or new projects/project changes that may change the portfolio priorities. Our portfolio management support addresses portfolio process interfaces with requirements management, life cycle management, configuration management, risk management, and enterprise project management processes.

Our IV&V services address the integration of USAID's information infrastructure based on public law, executive direction and standards and consistent with systems development and life cycle management process methodologies. This effort augments USAID's ability to plan, define, acquire, develop, operate, and maintain its information infrastructure under one point of responsibility. Our IV&V evaluations concentrate on the adequacy of governance, security, design, development, and software testing efforts for maintenance and modernization releases of existing, operational systems, and applications. The measurement standard we applied was based on SEI CMMI Level 2 Goals and Practices in combination with various IEEE/ISO/NIST standards for process and documentation.

Department of State, CA/EX/CSD

AMERICAN SYSTEMS provides expert IV&V and systems engineering services to the Department of State, CA/EX/CSD. The Consular provides IT resources to 230 consular posts worldwide, 15 passport offices nationwide, and the National Visa Center. Our team performs IV&V in all automated systems and networks owned and/or operated, over 40 applications and their life cycle processes, under the auspices of the Consular, project management, system life-cycle management, technology training, analysis of emerging technologies, and integration of legacy systems. The services span the project life cycle from requirements to deployment, process and governance analysis, modernization of legacy systems, and maintenance/update management.

AMERICAN SYSTEMS is directly responsible for program/technical interfaces and integration of the systems within Diplomatic Security, IRM, CSD configuration management, Department of Homeland Security offices, and all developing organizations/contractors. Our efforts affected significant improvements in project management, life cycle management, requirements management, systems development, and test management process changes within organization.