IT Program Assessment
TSA – TTAC Infrastructure Modernization Program (TIM)

The Department of Homeland Security (DHS) Office of the Chief Information Officer (OCIO) conducted a program review of the Transportation Security Administration-Terrorist Threat Assessment and Credentialing (TSA–TTAC) Infrastructure Modernization Program (TIM). This assessment represents the program's status through March 2012.

Description and Background:

The purpose of the TIM program is to provide a robust and integrated enrollment, vetting, and credentialing system capable of reliably providing services to TSA while meeting the anticipated rate of growth of the transportation worker population. The current as-is system architecture consists of roughly nine programs exchanging data via multiple data interfaces with many possible points of failure. TIM will provide Service Oriented Architecture (SOA) services and streamlined interfaces to enhance data throughput, system reliability, and expanded capabilities to accommodate the growing transportation worker population.

Recent accomplishments include:
- Established working groups with DHS to address challenges identified in previous Executive Steering Committee (ESC) meeting
- In the final stages of source selection for design and development contract
- Conducting pre-award contract activities that are on track for completion on 15 March

Going forward, TIM will continue to work with the Screening Coordination Office's Credentialing Framework Initiative to ensure SOA-based services are being utilized within the Department. The program is also working closely with DHS and TSA to identify mutual priorities and scale the capabilities for use across DHS.

Risks and Issues:

There are several risks identified that may cause cost and schedule issues if not mitigated properly:
- If the design and development contract has a protest that lasts for 100 days then the TIM schedule will be impacted.
- If the cloud hosting environment is configured at M-M-M while TIM program is rated at H-H-H, the ability for TIM to establish the pre-production/production environments will be adversely affected.
- If the adequate TIM Full-Time Employee (FTE) and matrix support are not provided with necessary skill then successful achievement of program objective and goals are at risk.
- If the integration of Transportation Worker Identification Credential (TWIC) transition activities (i.e., transition of TWIC operations and maintenance),

including transition to enrollment service providers, validation of TWIC system government furnished equipment, or transition of card production is not fully coordinated and transition architecture is not fully defined, the continuity of TWIC system and enrichment operation is at risk.

- If TIM program states that activities related to Continuity of Operations/Disaster Relief (COOP/DR) be split between Data Center-1(DC-1) and Data Center-2 (DC-2), there will be cost impacts to the program due to the incompatibilities between DC-1 and DC-2.

Mitigation Strategy:

TIM continues to function under an ESC, allowing the program to work with other offices and governing bodies vested in it. In addition, various working groups have been established to ensure collaboration between TIM and other DHS offices. While TIM has accepted the risk of a contract protest, the program has identified the following ways to mitigate the other risks:

- In order to ensure TIM has pre-production/production environments available, the program has established a working group with the Enterprise System Development Office and TSA/OIT to resolve any concerns.
- TIM plans to fill all FTE vacancies and identify matrix support to achieve the program's objectives.
- To adjudicate any issues with TWIC's O&M transition, TIM plans to extend the TWIC contract to continue support through the TIM contract award.
- TIM is working with DHS OCIO, DC1, DC2, and TSA elements to develop a plan to provide the site-specific COOP/DR capabilities needed to support TIM program time-to-recover needs.

Assessment :

TIM has demonstrated programmatic success by paving the way for new security and data sharing methodologies through the use of cloud services. The program is working with DHS and TSA to identify and solve technical and policy challenges in this new environment, as well as helping to rewrite the DHS SOA implementation framework in a cloud environment. The program currently has a high risk of its development contract being protested and needs to establish a way forward if this should happen. The CIO assesses the TSA–TIM program as **Medium Risk**.

Score: 3