TASPO-ATS-L Lessons Learned

Targeting and Analysis Systems Program Office
Automated Targeting System-Land

Document Number:
TASPO_ATS-L_(WR_1941)_LL_1.1

October 6, 2011

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Targeting and Analysis Systems Program Office
Automated Targeting System-Land (WR_1941)

Executive Summary

Background

The purpose of this project is to enhance the Automated Targeting System's-Land application (ATS-L) to incorporate the analysis and rule-based risk assessment of the people crossing the nation's borders in vehicles. Upon completion of the processing and checking of the license plate numbers of vehicles and the Western Hemisphere Travel Initiative (WHTI) compliant documentation of the people seeking to cross the border, ATS-L will allow U.S Customs and Border Protection (CBP) officers to B7E ███████████ to produce a risk assessment for each vehicle and person. These assessments will assist CBP officers at primary booths in determining whether to allow a vehicle to cross or to send the vehicle to secondary for further examination.

Among the benefits envisioned in the implementation of this enhancement are:

- Providing real-time vehicle and person risk assessment capabilities to land border ports of entry;
- improving security at U.S. land borders by assessing which vehicles and people are more likely to be security risks; and
- (b) (7)(E) ████████████████████████
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(b) (7)(E) ████████████████████████
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Deliverables

There is usually a deployment of ATS-L updates ████████████████
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████████████

Schedule

TASPO Program Control maintains the cost estimates and budgets for this project.

Cost

TASPO Program Control maintains the cost estimates and budgets for this project.

Revision History

Document Number	Description of Revision	Author/ Person Responsible	Government Approval Authority	Date Approved
TASPO_ATS -L_(WR_1941)_LL_1.0.doc x	Initial Revision	(b) (6), (b) (7	(b) (6), (b) (7)(C)	5/26/2011
TASPO_ATS -L_(WR_1941)_LL_1.1.doc x	Revised dates	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)	11/02/11

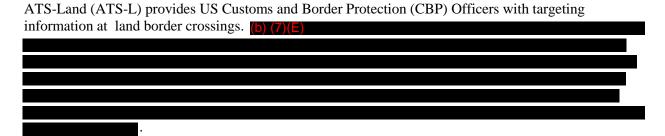# Contents

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Project Name: Targeting and Analysis Systems Program Office
Automated Targeting System-Land (WR_1941)

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Date Prepared: October 6, 2011

1. Introduction

ATS-Land (ATS-L) provides US Customs and Border Protection (CBP) Officers with targeting information at land border crossings. (b) (7)(E)
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██
████████████ .

Features and Functions of ATS-L include:

- (b) (7)(E)
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  - ████████████████████████████
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  - ████████████████

2. Points of Contact

Key Points of Contact for ATS-N are shown in Table 2-1 below.

Table 2-1: ATS-L Contact List

Name	Organization	Telephone Number	E-mail Address
Program Manager, (b) (6), (b) (7)	TASPO	(b) (6), (b) (7)(C)	(b) (6), (b) (7)(C)

3. Lessons Learned Documentation by SELC Stage

This document provides a consistent method for ensuring that lessons learned identified during ATS-L are recorded throughout the project life cycle – not only at the end of the project. If documented only at the end of the project life cycle, some lessons learned may be forgotten altogether, while others may be partially recalled and some helpful or important facts may not be documented, diminishing the benefit to future projects.

Lessons learned may describe activities/approaches that worked or went well during the project, activities/approaches that did not go as planned or worked poorly, information or tips that can facilitate future project success, process improvement recommendations, etc. Lessons learned include information applicable to Business/Customer, Project Planning, Tracking, and Control, Personnel/Team, and/or Technical activities or situations. In any case, whether they are positive or negative, the documented lessons learned must be constructive in nature.

Lessons learned may be identified during day-to-day project activities, weekly project status meetings, senior management reviews, etc. Lessons learned should be provided to the Project Manager for review and consolidation.

Lessons learned for a particular stage should be reviewed at each Stage Exit Review. Once identified, lessons learned information will be recorded in one of the following sub-sections, which align with the stages of the CBP System Engineering Life Cycle (SELC).

3.1. Planning

Positive Actions

- Positive team attitude and collaboration.
- Coordinated activities well with Database Administrators.
- Certified requirements

Summary of Issues

- Inadequate planning in terms of time. Underestimated tasks, which led to scope creep. Need to build into the schedule; people have project priority shifts and task may take longer than initially estimated.
- Application and requirements are complex and customer/high level management may be unaware of this important factor.
- Constant shift in project priorities, which tends to derail the team.

3.2. Requirements Definition

Positive Actions

- Gained a resource to perform requirements duties and other documentation.

Summary of Issues

- Lack of a requirements person to take down requirements. It falls on the lead developer to write the requirements and also develop code.

3.3. Design

Positive Actions

- Gained a resource to perform requirements duties and other documentation.

Summary of Issues

- Lack of design time due to lack of resources. With no dedicated documentation person, the developer was in charge of documentation and design.

3.4. Development

Positive Actions

- Gained a resource to assist in development duties.

Summary of Issues

- (b) (7)(E)

3.5. Integration & Test

Positive Actions

- Development of (b) (7)(E) .
- Team process for (b) (7)(E)
- Transfer (b) (7)(E) .

Summary of Issues

- (b) (7)(E) .

3.6. Implementation

Positive Actions

- Ensuring that the customer is aware of when the developments will occur and alerting them after they have occurred.

Summary of Issues

- Prod issues.

3.7. Operations & Maintenance

There are currently no lessons learned for Operations & Maintenance.

3.8. Disposition

There are currently no lessons learned for Disposition.

4. Recommendations for Future Projects

A summary of lessons learned with mitigating actions and current status are shown in Table 4-1 below.

Description of Issue	Mitigating Action	Status

Planning		
Inadequate planning in terms of time. Underestimated tasks, which led to scope creep. Need to build into the schedule; people have project priority shifts and task may take longer than initially estimated.		
Requirements Definition		
Lack of detailed and complete requirements. Need to be agreed upon and certified at the beginning. Led to a negative cascading effect through all levels of the project.		
Design		
Lack of design time due to lack of resources.		
Integration and Testing		
(b) (7)(E) .		
Communication when test case assignments had changed with a new release.		
Implementation		
Prod issues.		