

**Testimony of Judy Marks,
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Before

**Information Policy, Census, and National Archives Subcommittee
Oversight and Government Reform Committee**

On

**Decennial Response Integration System (DRIS) for the 2010 Census
Tuesday, December 11, 2007
2154 Rayburn HOB – 2:00 P.M.**

Chairman Clay, Ranking Member Turner and Members of the Committee:

Thank you for the opportunity to discuss the Decennial Response Integration System (DRIS) for the 2010 Census. I look forward to sharing the progress the Lockheed Martin Team has achieved on this important program—specifically, that the program is meeting the Census Bureau’s requirements and performing on schedule and within budget. This testimony will outline our team’s progress, roles and responsibilities, and program management approaches to ensure that the Census Bureau can conduct the Census on April 1, 2010 and submit the results to the President in December 2010, as mandated in our U.S. Constitution.

We recognize that the data collected in the decennial headcount supports the democratic process—as it is used to determine each state’s Congressional representation, as well as to allocate federal and state funds to communities for neighborhood improvements, public health, education, transportation and more.

In order to conduct a census of this size, the Bureau relies on support from an array of people, process, and technology. In the case of the DRIS program, the Bureau has teamed with industry to embrace information technology and automation to accurately, efficiently, securely, and quickly count the nation’s growing and changing population. Lockheed Martin supported the Census Bureau for the Census 2000 and we stand in partnership with them today, developing the technology infrastructure to support this large undertaking.

I am here before this committee to talk about the Lockheed Martin team’s progress on the Census 2010 DRIS system. I will specifically address our program management approach to keeping the DRIS program, central to Census 2010, on track. I will give examples of planning, testing, and management control activities to ensure that our contractual obligations with the Bureau are met in a timely and cost-effective manner.

The Lockheed Martin team and the Census Bureau are on schedule and within budget for this core system for the 2010 Census. Together, we are using lessons learned from the 2000 Census and applying strong program management disciplines, such as earned value management and risk management, to keep the program on track. We will continue to use these skills and approaches as we prepare for the 2008 Census Test and the 2010 Census.

ROLES AND RESPONSIBILITIES

In September of 2005, the Lockheed Martin team was awarded the DRIS contract after a competitive proposal process. Our contract responsibilities are to support the 2010 Census by designing, building, testing, deploying, implementing, operating, maintaining, securing, and then disposing of the systems, infrastructure, staffing, procedures, and facilities needed to:

- Receive, capture, and standardize census data provided by respondents via census forms and telephone agents;
- Receive standardized data collected via hand-held computers (HHCs); and
- Provide assistance to the public through the telephone.

There are other components of Census 2010 that are not part of Lockheed Martin's DRIS contract and two other components are represented in today's hearing by my panel colleagues from Harris Corporation and IBM. The hand-held computers, which are provided by Harris under the Field Data Collection Automation (FDCA) contract, will directly interface with the DRIS system as a data source. And the Data Access and Dissemination System II (DADS II), which was awarded to IBM in September 2007, provides data tabulation and dissemination services after the 2010 Census data is collected, but does not interface with the DRIS system.

PROGRESS:

The Lockheed Martin team is continuing to meet all of the Bureau's requirements on schedule and within budget. We are preparing to conduct the Census Test in May of 2008 to test the solution and identify areas that need refinement ahead of 2010. With DRIS system development for the Census Test complete, we are now in the process of performing internal testing and certification of the deployed system at the National Processing Center in Jeffersonville, Indiana.

Demonstrated Capabilities:

In preparing for the Census Test, we have demonstrated several functions of the test system to the Census Bureau and other stakeholders. These include:

- Call Center Telephony Demo:
 - Outbound telephone solution to support follow-up on submitted forms;
 - Inbound telephone solution to provide citizens with questionnaire assistance;
- End-to-End Paper Process Demo
 - Accepts, scans, and processes paper forms through the full system.

Testing Approach:

Lockheed Martin believes that thorough system testing drives performance, quality, and risk reduction. The DRIS team employs a robust, comprehensive and progressive test discipline that begins testing at the smallest components of the system and continues to build toward the final testing of a fully-operational system in the field. Gate reviews are embedded into our test plan at strategic progress points to confirm readiness for the next level of testing. In addition to standard systems engineering tests, examples of census system development tests include:

- Validating that census forms and data successfully process through system paths as defined by the Bureau's business process;
- Confirming that the efficiency of the system does not compromise data accuracy; and
- Confirming operation and data transfer accuracy between DRIS and external interfaces (for example, FDCA).

Software Development Maturity:

As part of a larger company assessment initiative, the DRIS program is on track to receive a CMMI assessment; the Software Engineering Institute's rating methodology using the Capability Maturity Model® Integration (CMMI®). CMMI is a model for improving and appraising performance of development organizations. While our DRIS contract requires a CMMI Level 3 maturity, our organization strives for a Level 5 to foster a culture of continuous process improvement and optimize our enterprise-wide engineering and program management processes. Through our commitment to CMMI, we are able to reduce the number of defects, and improve cost estimation and project control to provide our customers with high-quality, technically reliable systems on schedule and on budget. Our CMMI validation audit will complete in early 2008.

Customer Satisfaction:

Our customer satisfaction levels are high as demonstrated by two recent examples of formal feedback. After completing an extensive Integrated Baseline Review, the Census Bureau rated the DRIS program as fully compliant with program requirements to date. In November, our team earned its second consecutive 100 percent award fee for our proven solution, readiness for Census Test, and robust program management processes.

PERFORMANCE SUCCESS FACTORS

Team Experience:

Lockheed Martin's team is fortunate to have significant experience in census systems integration. Our DRIS team has spent many years evolving our census expertise. Lockheed Martin and its partners have specific, and applicable, domain knowledge, examples of which are summarized below, that is being applied on DRIS 2010.

- **Lockheed Martin** has successfully developed, managed and delivered three censuses (US 2000, UK 2001, Canada 2006).
- **IBM**, a trusted telephony solution provider, worked with our team in the 2000 Census.
- **Computer Sciences Corporation**, which leads large-scale paper data capture center operations, managed the Baltimore Data Capture Center in 2000 as a member of TRW's 2000 performance team.
- **Vangent**, in addition to expertise in large-scale paper data capture center operations management, is an internationally-recognized call center management company. Vangent managed the Phoenix Data Capture Center in 2000 as a member of the TRW's 2000 performance team.
- **Cardinal Technologies Services**, a small, veteran-owned business with UK 2001 Census experience, provides strategic support, proposal preparation, and program office support services such as configuration and data management support.
- **Métier**, a small, woman-owned business, provides risk, schedule, and action item management to the DRIS Program Office using experience from the Census 2000.
- **Evolver**, a small business with experience from Census 2000 and UK Census 2001, will deploy the data capture system to operational sites and provide system administration for the deployed system. Evolver is part of Lockheed Martin's Mentor-Protégé Program.

Lessons Learned in 2000

Through our Census 2000 experience, we learned several key lessons that are benefiting the current DRIS program. Lockheed Martin, along with many of our current teammates, helped the Bureau make the 2000 Census the most accurate ever undertaken — processing 120 million forms with a 99

percent accuracy rate. The Data Capture System (DCS) for the Census 2000 used information technology to scan and process the census forms quickly and accurately. It was also the first time the Census Bureau used automated recognition technology to read handwriting. With the Census 2000 as our foundation, we are already achieving even more challenging accuracy goals for automated data capture during our tests performed to date.

We are also leveraging Census 2000 experience as a foundation for forward planning. For example, the DRIS paper system was matured during the last Census, allowing us more time to spend refining and tailoring the Call Center Technology. Additionally, our team was able to take advantage of the Census 2000 facility identification efforts to quickly identify the East Coast Paper Data Capture Facility for the 2010 Census. Currently, we are using that knowledge to help identify our West Coast Facility.

Customer/ Industry Working Relationship

Also key to our strong program performance to date is the working relationship of our team with the Census Bureau. The Bureau's program leadership facilitates effective decision making, establishes clear priorities, and understands the balance between cost, quality, and schedule.

The Census Bureau's ability to optimize its contractor relationships is an invaluable asset on a program of this size. The organization of the Bureau's DRIS program office and the Lockheed Martin DRIS program team mirror each other, creating clear and effective lines of communication.

We operate as a fully-integrated and highly collaborative government/ industry team. Our team stays coordinated through the use of integrated program teams, which include our industry teammates and Bureau staff, to keep communications flowing at all levels. In addition, we leverage technology, such as e-mail, a team portal, and work group collaboration (WGC) tools, to enable open sharing of information and DRIS data with the Census Bureau.

Additionally, we receive constant feedback, both formally and informally, to keep the program on track. The Monthly Technical Monitor Report (TMR), which provides up-to-date feedback on performance, helps identify watch items in several performance categories. Both internal reviews and external reviews with other stakeholders infuse independent oversight.

Program Management Process:

The Lockheed Martin team is committed to rigorous earned value management, schedule management, and risk management as key program management practices to achieve the successful implementation of the 2010 Census. Since establishing the baseline of the program in 2006, the DRIS program has been fully compliant in each of these areas. These tools and processes are how we operate to ensure success.

Earned Value Management:

In 2006, we implemented Earned Value processes for the Census DRIS program. The use of Earned Value Management ensures a comprehensive approach to reviewing cost and schedule variances on a monthly basis. The DRIS program integrated a review of risks and metrics into the earned value review process, enabling the program team to validate cost estimates based on program risk and objective evidence of progress.

The DRIS program requirement to follow Earned Value methodology has been verified and DRIS was declared fully compliant through internal audits conducted in 2006. In addition, the

Government Accountability Office (GAO) has reviewed our implementation of our Earned Value methodology and had no corrective actions or findings.

We use a fully-integrated cost and schedule management tool to define and monitor our progress toward our schedule. This allows the team to immediately see cost impacts driven by changes in the schedule. We also use metrics to conduct a weekly schedule analysis.

Enterprise-Wide Risk Management:

Risk management, a key function of effective program management, helps ensure that the Census will be conducted on time, on budget. We have fully implemented risk management in all aspects of the DRIS program and our plan has been reviewed and validated by the GAO as compliant with the program requirements.

To date, all predicted risks to the 2010 Census are minimal and have containment plans. Our team is using WorkLenz, a tool developed by partner Métier, to track and manage potential risks to the program. Reports are reviewed at weekly team meetings, monthly Cost Reviews as well as quarterly Program Management Reviews (PMRs). Additionally, our team conducts quarterly risk brainstorming sessions with the Census Bureau to discuss potential risks we may encounter in the next phase of the lifecycle as well as provide status on existing risks and the effectiveness of the mitigation steps.

For every key risk, the DRIS team has established weekly working groups to review and monitor development and test progress. We have put measures in place to track the status of key interfaces such as the Census Bureau Headquarters Processing Activity and FDCA. The DRIS and FDCA program teams communicate weekly and monthly on topics such as interfaces, testing, and program management progress to ensure optimal integration at the earliest opportunity to reduce potential downstream risks. These discussions generated contingency planning elements to be embedded into both systems.

In terms of managing the risks connected to security and data privacy, we are taking proactive steps to ensure that all government security requirements are satisfied or exceeded. Our DRIS leadership team includes an industry security expert focused on developing a highly stringent, and visible, information technology, physical and personnel security infrastructure.

CHALLENGES & RISK REDUCTION:

The most significant challenges that we face are:

- Managing risks connected to FDCA;
- Maximizing the value of the 2008 Test;
- Meeting our small business objectives; and
- Managing change as the 2010 Census approaches.

Managing Risks Connected to FDCA:

The Census Bureau plans to provide enumerators with newly procured hand-held computers under the Field Data Collection Automation (FDCA) program to collect census data from those households that do not respond via paper or telephone. As this is a new factor of the 2010 Census, there is some concern about its readiness for Census Test and the 2010 Census.

This program is important to meeting the Census Bureau's objectives and we are working closely with the FDCA contractor, Harris, to ensure its readiness for integration into the DRIS system.

From a quality perspective, the DRIS system is designed to receive data via multiple channels including paper forms, the telephone, and software transfers from approved, secure sources. The method of collection does not impact our ability to deliver high-quality data to the Census Bureau.

Maximizing the Value of the 2008 Test

We are currently testing the primary FDCA /DRIS interface prior to the 2008 Test. We are confident that there will be sufficient testing windows during the Census Test to adequately test the remaining interfaces.

Meeting Our Small Business Objectives:

The Lockheed Martin Team remains focused on the small business participation objective of 30 percent of the total contract value over the entire life of the DRIS 2010 contract. While we are projected to slightly surpass this goal, we remain active on our small business subcontracting plan, outreach, or subcontractor performance management.

In order to keep this objective on track, Lockheed Martin has added a Small Business Advocate to our DRIS program leadership team. Our DRIS Small Business Advocate manages and monitors progress against the proposed subcontracting plan and serves as a main point of contact for potential small business subcontractors. Our DRIS Small Business Advocate, Ms. Jane Cass, can be reached by phone at 301.313.2873 and by e-mail at jane.cass@lmco.com.

Our partners are participating in the 30 percent small business objective as well. Our core industry teammates, which include three small businesses out of seven companies, are actively involved in outreach activities to seek and engage small businesses in all aspects of the program including engineering, development, testing, deployment, and operations support.

The team is taking a multi-task approach to effectively identify and engage small businesses across all social economic groups. These activities include:

- Identifying and soliciting small businesses with needed skills through Lockheed Martin's Corporate Supplier Database and existing on-going Lockheed Martin contracts;
- Participating in congressional sponsored outreach activities such as the Congressional Black Caucus Annual Legislative Conference;
- Reviewing small business referrals from the Census Bureau's Acquisition Division and investigating skill and program requirement matches;
- Establishing and promoting mentor/protégé relationships with small businesses known for exceptional past performance; and
- Leveraging supplier diversity resources to participate in outreach activities such as the National Minority Supplier Development Council Conference, the Native American Conference, the DoD Mentor Protégé Conference, the Veterans Business Conference, the Women's Business Enterprise National Council National Conference, and the DoE Annual Small Business Conference.

Managing Change as the 2010 Census Approaches

Given the importance of the 2010 Census and the significance of the results, late changes may be identified that need to be incorporated into the DRIS solution. We have designed the system to be able to incorporate these changes, as needed. However, all requirements must be reviewed and assessed for complexity and impact to the system before they are agreed to and incorporated.

CONCLUSION

Mr. Chairman, at Lockheed Martin, we are committed to serving the US Census Bureau with excellence to carry out this critical Constitutional mandate in 2010. We are committed to delivering the DRIS system for the 2010 Census on time and on budget. We are managing risks accordingly so that we can remain within the Bureau's budget for the total life cycle cost of the program.

We are particularly proud to have the opportunity to work on a program of such critical, national importance. In so doing, and in strong partnership with the Census Bureau, our team brings to bear our technical skills and resources to implement this initiative in a manner that is timely, accurate, and cost effective. We continue to serve the Bureau with pride and dedication—doing all that we can meet our objectives and minimize external risks to the program so that the Census can be conducted on April 1, 2010.