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We innovate to better human lives. Our ingenious technology solutions enable government agencies to fulfill their mission.

U. S. Department of Homeland Security (DHS) U.S. Citizenship and Immigration Services (USCIS)

Modernizing Technology Governance: A Case Study in TRM-Driven Digital Transformation at USCIS

Date: 11/08/2025



UEI: C81ZW3KPFGV9 | CAGE Code: 71UR5, 4ECC0

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Introductions & Value Proposition



- Arch Systems, LLC holds ISO 9001, ISO 20000, and ISO 27001 certifications, with CMMI Level 3 accreditation (2013, 2016, 2019, 2025).
- Arch has experience as a **Prime contractor on 50+ contracts**, successfully delivering across Federal and Civilian sectors, with exceptional CPARS ratings for performance and customer satisfaction.
- Arch is a Women-Owned Small Business (WOSB) and a **trusted Prime contractor across 9 DHS contracts**.
- Prime contract experience with multiple DHS components, including **TSA, ICE, USCIS, OBIM, FEMA, and DHS Science and Technology Directorate (S&T)**.
- \$20 million win in April 2025 for the USCIS Business Architecture Development and Strategic Specification Design (BADSSD) program.
- Proven expertise in Cloud Computing across AWS, Azure, and GCP, delivering secure, high-performance systems for both federal and civilian sectors.
- An innovations-focused company, with **6 innovation awards on Prime contracts** for groundbreaking work.
- **30+ AI projects successfully** completed across 12 different offices at ACF, earning 2 innovation awards for our AI-driven solutions.

With 10 dual-use AI prototypes and over 30 AI/ML solutions deployed across 15+ federal agencies, Arch Systems offers DoD and partners a unique advantage: rapid, secure, and field-tested innovation built to scale across both combat and law enforcement domains.

Prototype Name	AI Capability Field	AI Modality Tags
AIEA™	AI-Powered Enterprise Architecture & Decision Intelligence	🧠 NLP · 📊 Predictive Analytics · 🌐 Knowledge Graphs
ORBIT™	AI-Enhanced Acquisition & Lifecycle Automation	🧠 NLP · 📄 RAG · 📈 Scoring Models
VigilAI™	AI-Driven Signal Processing & Threat Detection	🌟 Signal Intelligence · 🧠 NLP · 🖥️ Computer Vision
TwinTrap™	Cyber Deception & Threat Behavior Simulation	🧠 ML Behavior Modeling · 🎯 Reinforcement Learning
StratusSec™	Automated RMF & Zero Trust Governance	🧠 Policy Automation · 🛡️ Compliance AI
SentinelAI™ Guardrails	AI Risk Monitoring & Governance	🧠 NLP · 🛡️ AI I/O Auditing
Aegis Fraud Shield (AFS)	Graph AI & Fraud Analytics	🌐 Graph AI · 📈 Pattern Detection
HAWKEYE-DQ™	AI-Powered Data Quality & Anomaly Detection	📊 Statistical Modeling · 🔍 Anomaly Detection
TRUSTEval™	AI Evaluation & Assurance Framework	🧠 Explainable AI · 🛠️ Bias/Variance Estimation
S-CMS™	AI-Enhanced Case Management	🧠 NLP · 📄 Auto-Summarization · 📊 Workflow Scoring



Dr. Prentice Norman
VP of Enterprise Solutions
Architecture

- **Cybersecurity & Army Veteran:** Over 20 years of Army, DoD, and federal leadership.
- **Director-Level Leadership:** Led cybersecurity for DHS, USCIS, VMD Corp and federal clients, including implementing Zero Trust.
- **AI/ML Contributor:** Integrated ML and OSCAL into security frameworks for multiple federal programs.
- **Certified & Cleared:** Holds CISSP, AWS ML, and Azure AI certifications.
- **Trusted advisor to federal leaders** on emerging technologies and cybersecurity resilience
- Designs secure, scalable systems that reduce risk and drive operational excellence

Why Arch Systems?

- **Proven Delivery:** 50+ Federal IT projects, 30+ AI/ML solutions, 15+ agencies served from HHS to DoD.
- **Veteran Leadership:** Trusted by defense and intelligence communities; cyber-hardened, field-ready.
- **Compliance Excellence:** NIST AI RMF, Executive Order 14115, CMMC, FedRAMP, Zero Trust—baked in.
- **Award-Winning Innovation:** 2024 TechConnect Defense Award, 2025 FXPElev8 Award, multiple Federal Health IT Innovation Awards.
- **Mission Impact:** Delivering measurable outcomes from accelerating response times by 50%, to increasing data-driven decision accuracy by 60%, and cutting operational costs by up to 25%.

**Title:**

Modernizing Technology Governance: A Case Study in TRM-Driven Digital Transformation at USCIS

Description:

In today's rapidly evolving digital landscape, federal agencies face the challenge of balancing innovation with governance, security, and operational efficiency. This panel will spotlight the modernization of the Technology Reference Model (TRM) at USCIS as a blueprint for how structured technology governance can be transformed into a dynamic, user-centric platform.

We'll explore how enhanced search capabilities, interactive drill-down tools, data export features, and embedded enterprise architecture principles are enabling better decision-making across IT portfolios. Panelists will discuss the journey of reimagining TRM not just as a catalog, but as a strategic enabler for agile digital services. Key takeaways will include the role of EA models in modernization, how to drive adoption through usability, and lessons learned in stakeholder engagement and access control in highly regulated environments.

This session is ideal for IT leaders, enterprise architects, digital transformation teams, and public sector technologists interested in scalable modernization strategies.

Tags: Technology Reference Model (TRM) Modernization, Cost Savings, Cost Avoidance, Approved Software List

Track:

Track 1_A Zero Trust Lense on Warfighter Capability: Driving a zero-trust culture to meet operational imperatives of today

Pain Points at USCIS



	Problem	Impact	Result
No Categories	The ASL lacks a structured categorization framework (e.g., by service area, function, or mission alignment).	Users cannot easily find software by intended use (e.g., "data analytics," "project management," "HR systems").	Leads to inconsistent use, duplication of tools, and difficulty aligning with EA frameworks like FEAF or DHS TRM.
No Standards	There are no clearly defined criteria for how software is assessed, approved, or deprecated.	Approval decisions may appear subjective, and the process lacks repeatability or transparency.	Difficult to trust the ASL as a governance tool; programs may work around it or maintain shadow IT.
Data is Digital	While the ASL is technically digital (e.g., a spreadsheet or database), it's not actionable , queryable , or integrated into enterprise workflows	Cannot be filtered, searched, or integrated into procurement, provisioning, or architectural review tools.	Creates friction in IT acquisition, architecture alignment, and reporting (e.g., to OMB or internal auditors).
Approved for Use in Enterprise	Some tools are marked as "approved for use" but with no visibility into context (who approved it, when, for what purpose).	Teams may interpret this status as permanent, even if the software is outdated or unsupported.	Risk of overuse or continued investment in technologies that no longer align with enterprise needs.
Was Approved & Is No Longer	Software that was once approved may no longer be supported or compliant, but this status isn't clearly communicated.	Business units may continue using deprecated or insecure software, unaware of its current status.	Increases security risk, technical debt, and audit findings due to unmanaged software sprawl.
Prohibited	There is often no rationale or clear documentation on why a software product is prohibited (e.g., security, licensing, duplication).	Leads to confusion, resentment, or resistance among teams who previously relied on that tool.	Degrades trust in IT governance processes and encourages workaround behaviors.

Strategic Goal	Intake/Discovery Process Gaps	Demand Management Process Gaps	Project Initiation Process Gaps
Ensure Strategic Alignment	Intake lacks standardized criteria to assess alignment with mission and EA strategy	Business value and strategic alignment not consistently applied across demands	Project charters often lack EA and mission alignment validation
Enhance Transparency & Accountability	Intake requests submitted without visibility to all stakeholders	Lack of centralized dashboard for tracking demand status	No clear linkage between approved demand and initiation artifacts
Promote Agile and Value-Based Delivery	No early evaluation of Agile suitability or delivery method	Prioritization doesn't always reflect urgency or value impact	Agile planning frameworks inconsistently applied during project setup
Enable Early Technical Evaluation	EA, Security, and Infrastructure not consistently engaged at intake	Technical feasibility and architecture impacts not reviewed early	Project teams discover constraints late in the lifecycle
Foster Cross-Office Collaboration	Intake submissions siloed by directorate/ program office	Redundant or overlapping demands not identified early	Project teams unaware of related or similar efforts in other offices
Support Data-Driven Decision-Making	Intake forms lack structured data for evaluation (e.g., cost estimates, risk)	Governance boards lack standardized scoring or KPIs	Project approvals often based on narrative justification, not quantifiable metrics
Improve Time-to-Value	Manual intake submission and routing slow down evaluation	Demand backlog review cycles are irregular or delayed	Project setup delayed by unclear resource assignment and handoff procedures

Our Approach to TRM



Integration with IT Demand and PMO Processes

The TRM must be tightly integrated with the agency's IT Demand Management lifecycle. Each idea, enhancement, or capability request should be evaluated using TRM data to:

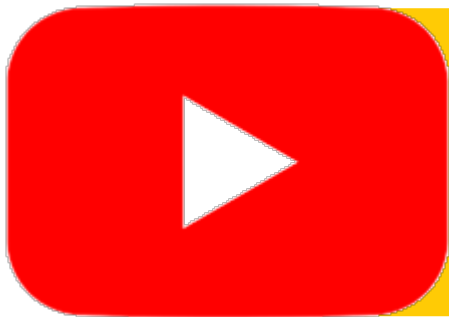
- Identify existing technologies that may already fulfill the request
- Inform architectural feasibility and solution design
- Guide business case development and prioritization scoring

Once a demand is approved, the TRM enables:

- Clear traceability to the associated IT assets and reusable components
- Improved handoff to the PMO for project initiation
- Accelerated scoping by referencing known deployed technologies and contracts

By linking TRM insights to the PMO-managed project lifecycle, agencies can significantly reduce delivery time, avoid duplicative efforts, and improve cost estimation and resource allocation.

Recommendation: Stand up a TRM platform integrated with procurement, inventory, cloud, and EA tools to support lifecycle governance, reduce redundancy, and improve strategic alignment across the enterprise. Embed TRM insights into the IT Demand and PMO pipeline to enable a data-driven, reuse-first approach to modernization and service delivery.



[TRM Demo](#)

AIEA Vision: AI-Driven, Human-Governed Transformation

Future State: AIEA Platform for Agile, Mission-Aligned IT Decision-Making

Key Points

AIEA is a modular, **Patent Protected**, AI-augmented platform covering the full IT decision lifecycle.

Ideas Management

Demand Screening & Qualification

IT Investment & Project Prioritization

Governance Automation & Decision Support

Backlog & Demand Pipeline Management

Reporting & Continuous Improvement

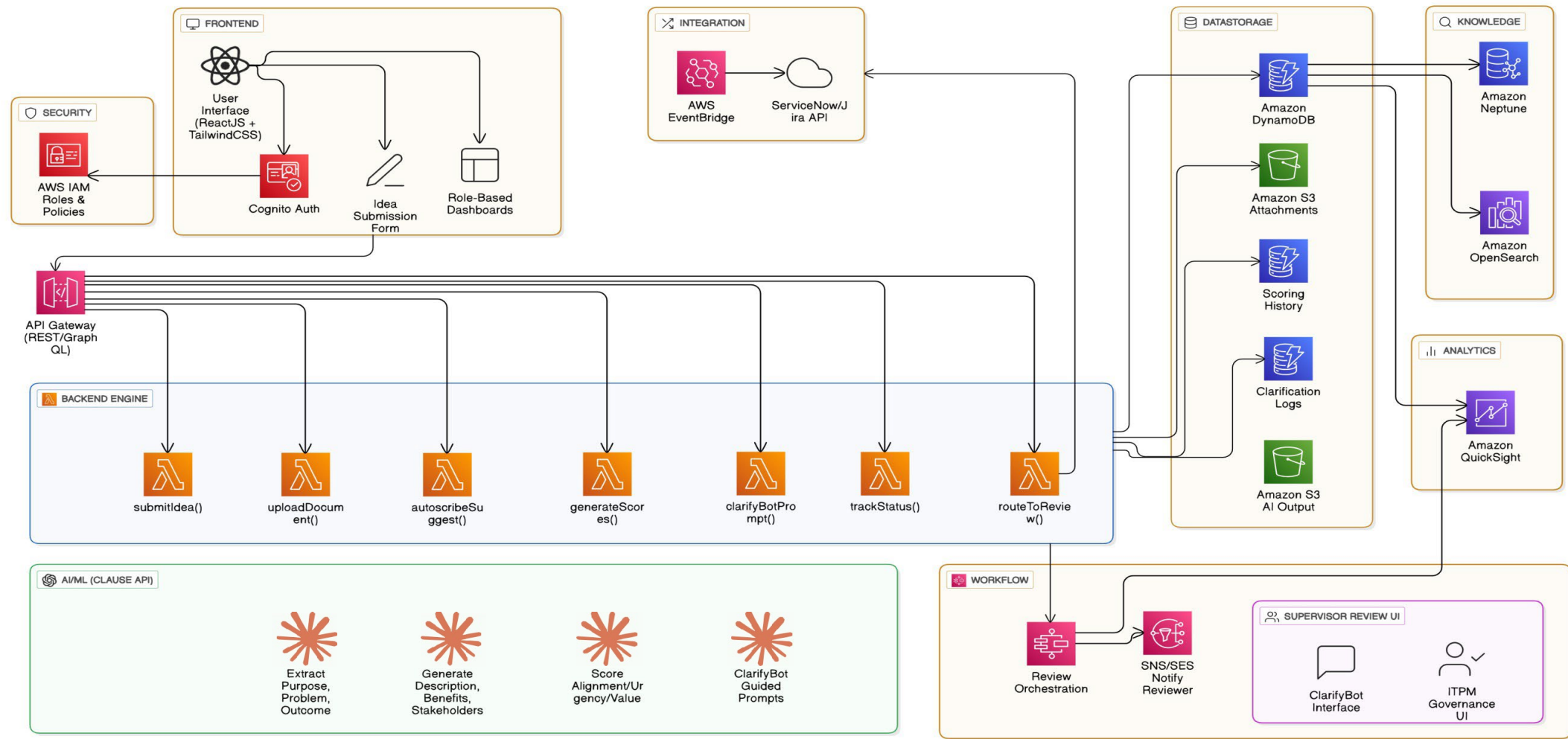
- Enables both strategic governance and Agile delivery readiness.
- Acts as a decision intelligence layer—not just workflow automation.
- Unifies business, IT, architecture, security, and investment decisions.
- AI supports but does not replace human governance—ensuring **traceability, compliance, and leadership accountability**.
- Enables **faster, smarter, and more consistent decisions** while aligning with:
 - USCIS Enterprise Architecture
 - Technology Reference Model (TRM)
 - OMB guidance and Zero Trust strategies.

The screenshot displays the AIEA platform interface, divided into two main sections: Idea Management and Review Process.

Idea Management: This section shows a table of submitted ideas. The table has columns for Title & Sponsor, ID, Date, Purpose, Submitted By, Review Status, ITPM Review, and Actions. The data includes ideas like 'Virtual Collaboration Spaces', 'Automated Software License Intelligence Platform', 'Data Quality Monitoring Platform', 'IT Helpdesk Mobile App', 'Enhanced Case Intake with Document AI', and 'Employee Self-Service Dashboard'.

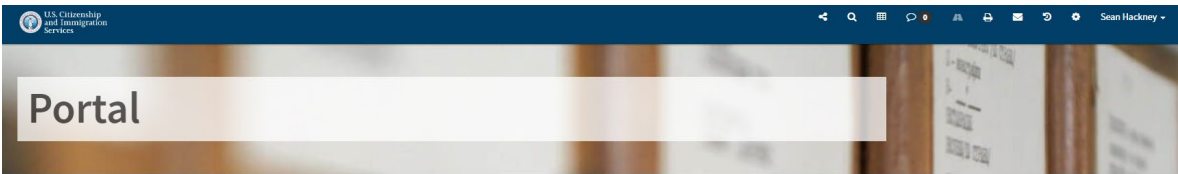
Review Process: This section shows the 'ITPM Review Queue for Id: q4xcyyxd3y'. It displays the title of the idea being reviewed, the submission details, and the review comments. The review process includes steps like 'Accept', 'Reject', 'Send Back', and 'Request Clarification'. The 'ClarifyBot - Clarification Request' section shows a list of questions and answers from the reviewer.

Technology Stack

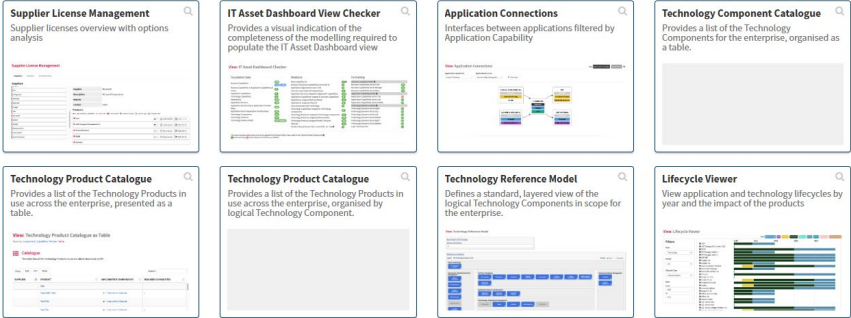


Proprietary

Use Cases



Analysis



View: Technology Component Summary - Application

Description

For the purposes of the IRM, application virtualization encapsulates application from the underlying operating system on which they are executed. A fully virtualized application is not installed in the traditional sense, although it is still executed as if it were. The application is fooled at runtime into believing that it is directly interfacing with the original operating system and all the resources managed by it, when in reality it is not. In this context, the term "virtualization" refers to the artifact being encapsulated (application), which is quite different to its meaning in hardware virtualization, where it refers to the artifact being abstracted (physical hardware).

Realised Technology Capabilities

The Technology Capabilities that realise the **Application** Technology Component

TECHNOLOGY CAPABILITY	DESCRIPTION
Virtualization	

Technology Functions

No Technology Functions have been defined for this Technology Component

Technology Products

The Technology Products that implement the Application Technology Component

PRODUCT VENDOR	PRODUCT NAME	DESCRIPTION
Unknown Supplier	Connect	
Unknown Supplier	Directo	
Unknown Supplier	Message	
Unknown Supplier	USB Drivers	
Unknown Supplier	oVirt	

TECH PRODUCT VIEWS:

Technology Product Summary

Editor: Vendor Lifecycle Editor

View: Technology Reference Model

Business Unit Scope

Business Unit Selection

All

Reference Model

Legend: Technology Products in Use

Platform

Operating System

Virtualization

System

Acquisition Management

Customer Service

Emergency Management

Financial Management

Grants Management

Workforce Management

Human Resources Management

Legal

Physical Safety

Property and Asset Management

Security Management

Systems Management

Application Components

Analysis, Reporting and Statistics

Data Management

Development Environment and Tools

Document and Content Management

Geospatial Information

Knowledge and Discovery Management

Middleware

Process Automation and Management

Productivity

Security Controls

Unified Communications and Collaboration

Visualization

Web Access

Interface

Application Interface

Network

Zone

Network Type

Infrastructure

Transmission Type

Overlay: ☒ Footprint ☐ Duplication

WPOINT

SCOPE Active 0 filters applied

ROADMAP Active

From: May 2025 0 changes planned

Application Perspective

Code Base

34%

34%

32%

Customised_Package (13)

Bespoke (12)

Packaged (13)

Delivery Model

11%

24%

8%

16%

21%

11%

8%

Desktop (4)

Private Cloud Service (9)

Hybrid Cloud Service (3)

Hosted (6)

Public Cloud Service (8)

Managed Service (4)

SaaS (4)

Legend: High Medium Low No Mapping

Overlay: ☐ Service Numbers

Use Cases



View: IT Asset Dashboard Checker

Foundation Data

Business Capabilities

Business Capabilities to Application Capabilities @ Level 1

Application Capabilities

Technology Capabilities

Applications

Application Services

Application Services tied to Application Provider Roles

Application tied to Application Provider Roles

Technology Components

Technology Products

Technology Delivery Model

9

L1:0 L2:0

0

9

32

40

3

1

1

168

109

EUP Installed

Relations

Root Capability Set

Number of Business Capabilities root is tied to

Application Organisation User is Set

Users are associated with Applications

Application Services mapped to Application Capabilities

Application Capabilities mapped to Business Capabilities

Applications assigned Delivery Model

Applications assigned Lifecycle

Users Associated with Technology

Technology Capabilities mapped to Technology Components

Technology Products mapped to Technology Components

Technology Products assigned Delivery Model

Technology Products assigned Vendor Lifecycle

Sites Set

Vendor Lifecycle Scores Set (1-end of life, 10 - GA) ?

0

2

1

0

3

38

38

0

32

497

109

109

0

4

Formatting

Business Capability Model ?

Business Capabilities tied to Front

Business Capabilities tied to Manage

Business Capabilities tied to Back

Application Capability Model ?

Application Capabilities tied to Right

Application Capabilities tied to Left

Application Capabilities tied to Middle

Technology Reference Model ?

Technology Domains tied to Right

Technology Domains tied to Top

Technology Domains tied to Left

Technology Domains tied to Middle

Technology Domains tied to Right

Technology Domains tied to Bottom

Layer Taxonomy Set

4

3

2

3

3

1

1

1

3

1

1

1

1

1

The view requires valid colours to be set against the Element Style Class used in the Element Style Classes slot ?

Valid colour setting Colour setting is not a HEX value, e.g. #d3d3d3t

Vendor Styling

Pending

Divest

Restricted

Approved

Pending

Prohibited

Archived

Not Authorized

Codebase Styling

Packaged

Customised_Package

Bespoke

Content_as_a_Service

Platform_as_a_Service

Service_Commerce_Platforms

Managed_Service_Providers

Software_As_A_Service

Lifecycle Styling

Pending

Approved

Restricted

Divest

Prohibited

Archived

Not Authorized

Under Planning

Pilot

OffStrategy

Prototype

ProductionStrategic

Reference

Disaster Recovery

Retired

Sunset

Application Delivery Styling

OnSite

Hosted

SaaS

Public Cloud Service

Private Cloud Service

Managed Service

Hybrid Cloud Service

Desktop

Technology Delivery Styling

Installed Technology

Managed Technology Service

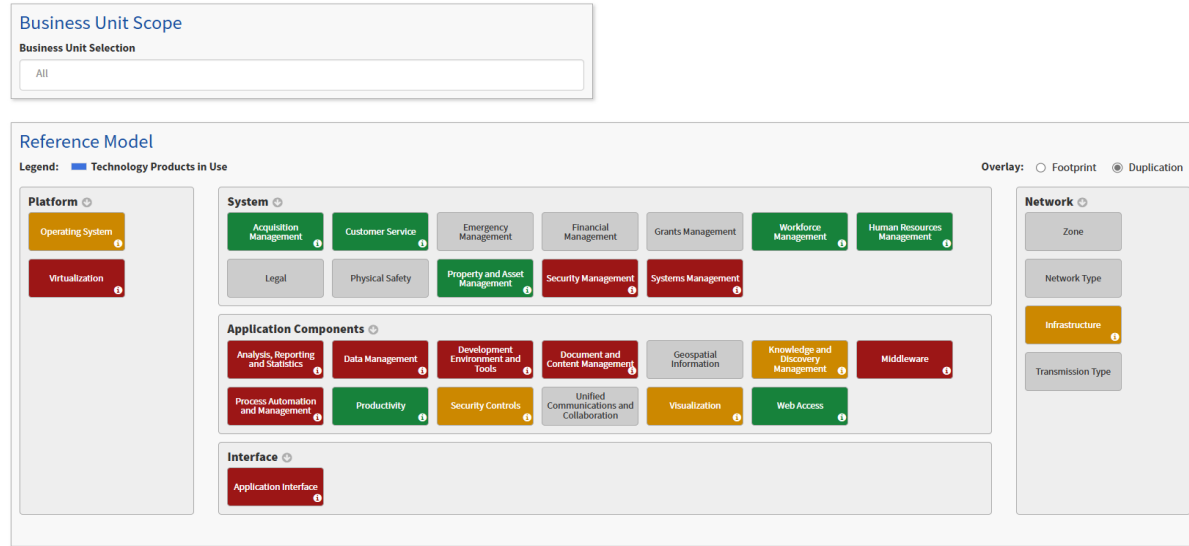
Hybrid Cloud Technology Service

Cloud Technology Service

Cost Savings and Value Maximization



View: Technology Reference Model



Supplier License Management

Suppliers Contract Renewal Outlook

☐ Contract Suppliers/Resellers ☒ Product/Service Suppliers

Filter Suppliers:

Asus
Auth0 Inc
Blue Tech Inc
Brother
Canon
Dell
Fortinet Inc
Fuji Xerox
GOVSMART INC
LG
LG MRI
Lenovo
Microsoft

SUPPLIER: Dell

DESCRIPTION:

TOTAL CONTRACT VALUE: -

Solutions

KEY: ☒ Total Cost ☒ # of Licenses ☒ Contract Type ☒ Renewal Model ☒ Renewal Date

FILTER:

AWX
Ansible Automation Platform Controller
Business Intelligence Enterprise Edition (OBIEE)
Configurator
Databricks
Finesse
Messaging Server
OSCache
Oracle Database
Proxy Server
Satellite

Cost Savings Framework

Cost Savings Data Points

Example/Explanation

Software Name	The name of the legacy software or system being retired.
# Licenses	Total number of user licenses purchased.
License Cost per Year (\$)	The annual cost per license.
License Savings (\$)	The total licensing cost savings once the application is removed.
Vendor Support Cost (\$)	Annual vendor fees for technical support, patching, or extended warranties.
Hosting Cost (\$) (Cloud, etc)	Annual cost for infrastructure hosting — either on-premises or cloud-based.
Backup & DR Cost (\$)	Annual cost of backups, disaster recovery infrastructure, and replication.
Upgrade Cost Avoided (\$)	Costs saved by not upgrading or modernizing the software.
Admin Effort Hours Saved	Total IT/admin hours saved annually by no longer managing the software.
Admin Hourly Rate (\$)	Average hourly labor cost for USCIS IT/admin staff.
Admin Savings (\$)	Labor cost savings from removing administrative work.
Security & Compliance Savings (\$)	Cost savings from reduced security monitoring, compliance audits, and vulnerability management.
Training Hours Saved	Hours of training avoided for new hires or existing staff.
Training Hourly Rate (\$)	Average cost per hour for employee training (including labor + materials).
Training Savings (\$)	Total training cost savings.
Transition & One-Time Costs (\$)	Costs to migrate data, decommission systems, and manage the change.
Total Savings (\$)	The net cost savings after subtracting transition costs from all direct and indirect savings.

Key Takeaways for a Scalable Modernization Strategy

1. Fragmented IT Visibility is a Major Problem

- Federal agencies manage software, hardware, and cloud services across disconnected systems (e.g., SAM, HAM, CMDB).
- This fragmentation causes inefficiencies, duplications, security risks, and impairs data-driven decision-making.

2. Centralized TRM is the Strategic Fix

A unified TRM will:

- Map technologies to capabilities and outcomes.
- Enable **reuse**, **redundancy analysis**, and **lifecycle governance**.
- Align IT investments with **EA**, **CPIC**, and **federal mandates** (A-130, A-11, FITARA, TBM, EO 14028, etc.).

3. Integration with IT Demand & PMO Is Critical

TRM must be embedded in the **IT Demand Management process** to:

- Identify reusable or existing solutions.
- Improve solution design and prioritization scoring.
- Reduce time-to-value and enhance project scoping through traceable tech mappings.

4. Success Metrics Are Clearly Defined

Quantitative:

- 95% software-to-deployment mapping
- 25% reduction in redundant purchases in 2 years
- 50+ reuse opportunities identified annually

Qualitative:

- ≥4.5/5 satisfaction from EA and PMO users
- Better scoping, fewer rework cycles, stronger CPIC artifacts

5. Stakeholders Have Aligned Expectations

- CIOs want **visibility and cost reduction**
- Program offices want **reuse** and **asset awareness**
- CPIC and TBM teams want **investment-performance linkage**
- Security teams need **traceable assets** for vulnerability management

6. Barriers Exist (and Must Be Planned For)

- Siloed systems and inconsistent classifications
- Cultural resistance and legacy infrastructure
- Lack of structured categories, standards, and metadata in current software lists

7. Governance and Policy Backing is Strong

Supports key federal mandates:

- OMB A-130/A-11**: Ties investments to mission
- FITARA**: Enables CIO oversight of IT spend
- FISMA/EO 14028**: Supports cybersecurity visibility and asset accountability
- MEGABYTE Act**: Informs software license optimization

8. Current Gaps in IT Demand & PMO Processes

Strategic Goal	Demand Process Gap	PMO Process Gap
Strategic alignment	No mission/EA criteria at intake	Projects lack validated charters
Transparency	Poor intake visibility	No linkage from demand to project
Agile delivery	No Agile suitability review	Planning inconsistencies
Technical readiness	Late EA/security engagement	Constraints discovered too late
Collaboration	Siloed submissions	Lack of related project awareness
Data-driven decisions	Weak cost/risk data	Narrative-based approval
Time-to-value	Manual, delayed intake	Handoff/resource confusion

9. Recommendation: Stand Up a Federated, Integrated TRM Platform

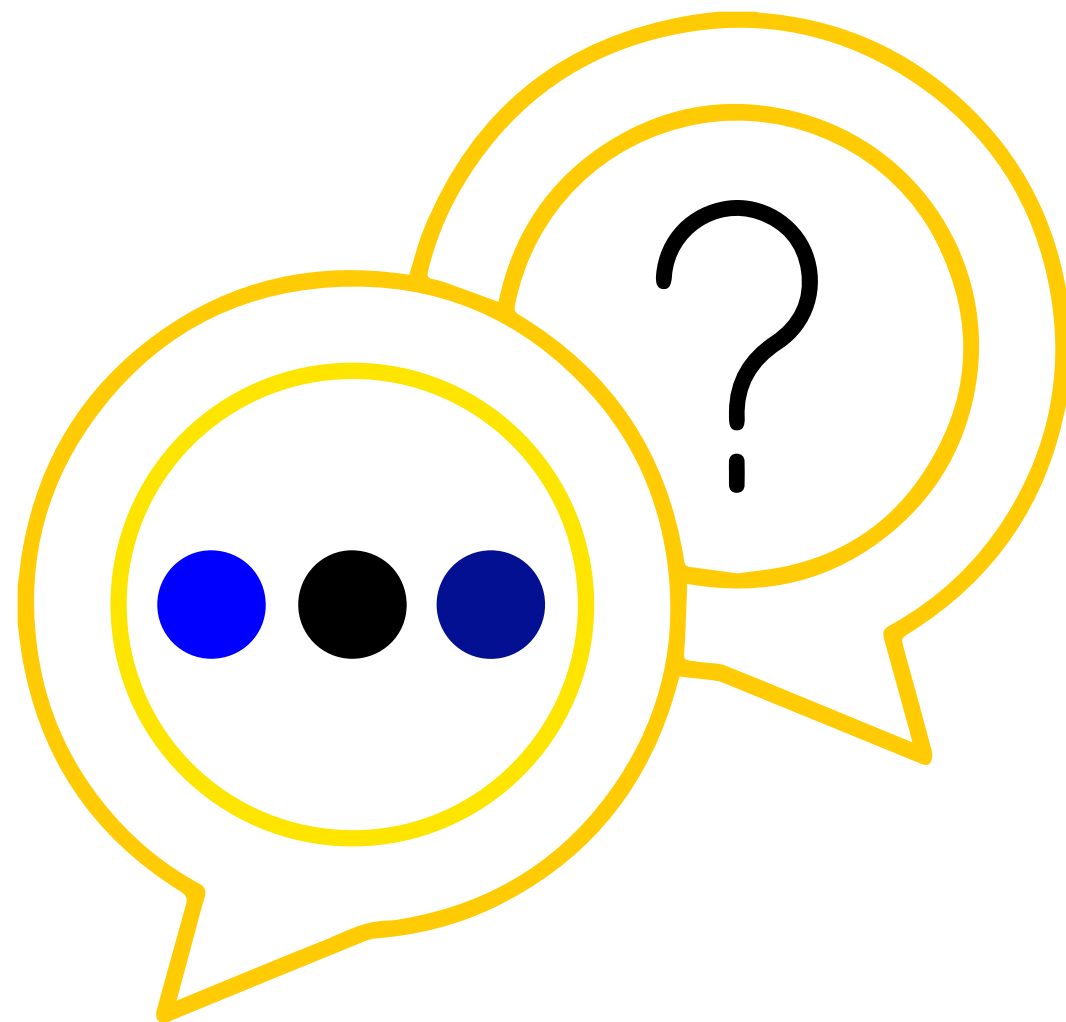
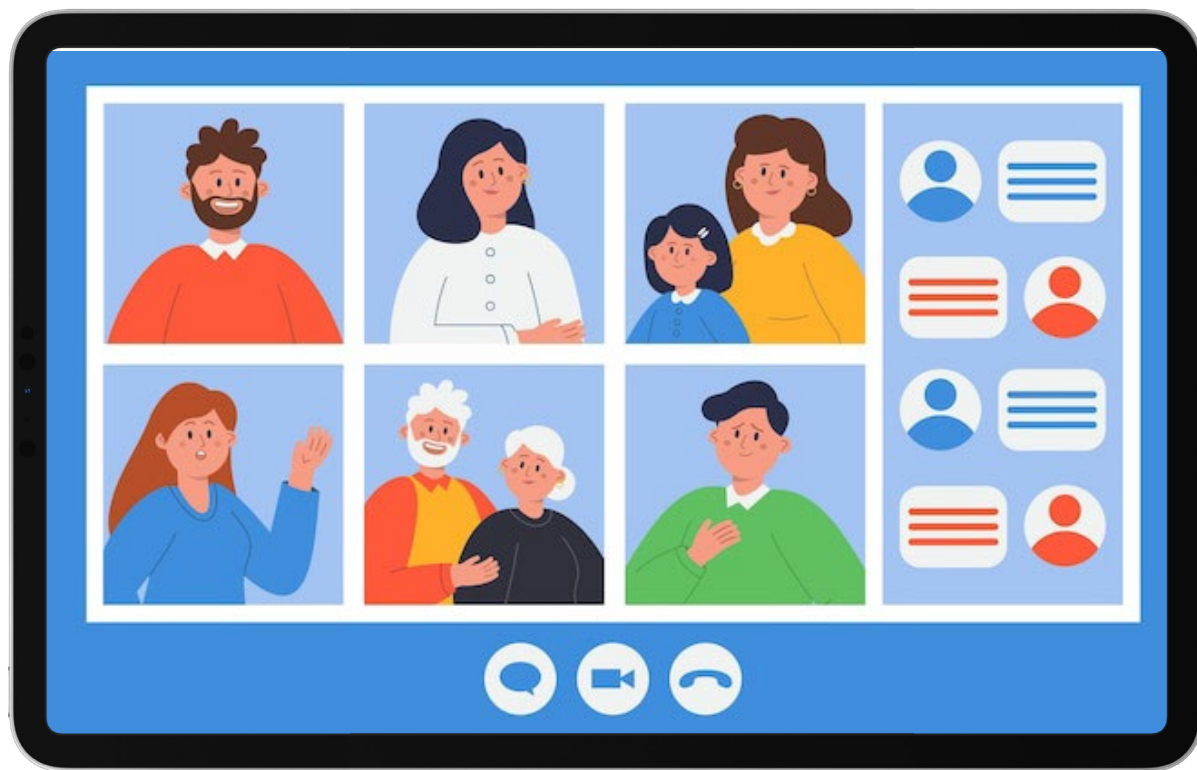
- Integrate TRM** with procurement, inventory, EA, and cloud tools.
- Embed TRM insights** in demand and PMO workflows to:
 - Reduce rework, duplication, and acquisition risk
 - Accelerate project delivery and improve architectural fit
 - Enable **reuse-first** planning, enhancing agility and cost control

10. AI and Human Agents in TRM and IT Demand

The vision includes **three intelligent agents**:

- TRM Agent** (Approved Software List)
- IT Demand Agent** (Ideation & Prioritization)
- Security Agent** (Risk awareness & Compliance)

These agents represent both **automated intelligence** and **human-in-the-loop governance**, driving modernization, reuse, and secure delivery.



AWARD-WINNING & INNOVATIVE COMPANY

Recipient-Federal
Health IT Awards
2017, 2018, 2019

Recipient - Top 100
MBE Innovators
Award

Inc. 5000 Award – Six
(6) consecutive years

FAST 100 Asian
American Business

Selected Top
Maryland Small
Business

Selected Top
Baltimore Small
Business

Recent Innovative
Product Nomination

Contractor Performance Assessment Reporting System (CPARS)

A Customer Talking About Their Experience With You Is Worth Ten Times That Which You Write Or Say About Yourself.

The product owners have repeatedly commented on the value that the contractor adds, the quality of the contractor's team, and the satisfaction with how the contractor is servicing the contract. The contractor has received written and verbal kudos. The contractor is very much customer-focused ensuring that their business and project management processes are consistent with those specified in the statement of work and with the working of the Federal team. - **Department of Homeland Security (DHS) Immigration and Customs Enforcement (ICE) on the DHS Student Exchange Visitor Program.**

Arch performance met the exceed all the contractual requirements. Arch's day-to-day hosting always exceed our expectations regarding timelessness, they continue to offer innovative solutions for timeliness and consistency. They are very responsive and have met tight deadlines when high priority requests arise. Arch was very proactive in keeping CMS abreast of the status of all the moving parts associated with the SCA process. Arch consistently provides outstanding customer service on a regular basis, especially when given multiple projects with tight deadlines. The project manager keeps the COR and GTL apprised of the status of all current projects on a regular basis and respond to request in a timely manner. Arch is always willing to go above and beyond high quality service that meets and exceeds expectations outline in the statement of work. This period of performance was very challenging. Arch was able to step in to assist CMS with the development of the required documentation required to achieve our SCA. Arch designed and recommended several new and innovative monthly reports to help CMS keep abreast of the SCA project. They were very proactive in staying on top of all the moving pieces required during the SCA process. CMS loved the style of their monthly report and the tracking and has adopted the use of these.

Centers for Medicare and Medicaid Services (CMS/HHS) on the Medicare Learning Network Project.

The contractor's quality of deliverables were very good and had zero flaws. This allowed the Government to save time and money in additional reviews and discussions surrounding any work quality issues. Furthermore, due to the high level of quality work provided, the Government was able improve other aspects of the work areas affected by the contractor's deliverables.

Health Resources & Services Administration (HRSA/HHS) on the Independent Verification & Validation Contract.

Location

1800 Washington Blvd.
Suite 421, Baltimore, MD 21230

Arch
SYSTEMS