

US JPATS realizes operational efficiencies and cost reduction

Capgemini helps Federal organization implement Oracle solution to optimize operational and back office cost structures

The Situation

The Justice Prisoner and Alien Transportation System (JPATS) is a component of the U.S. Marshals Service (USMS) formed in 1995 as a merger of air fleets from the USMS and the Bureau of Immigration and Customs Enforcement. JPATS provides effective scheduling and the safe, reliable transportation of Federal, State, and local prisoners and criminal aliens more economically and with higher security than available with commercial airlines.

JPATS' flight scheduling operations and business management processes were being supported by several disparate information systems based on older incompatible platforms and databases. This situation had resulted in an inability to track and

effectively manage back and front office processes. The organization was looking at a business management and scheduling solution to replace its cumbersome, resource-intensive systems, which supported its uniquely complex operations. JPATS could not find any comparable or best practice solution in the market place and the "best fit" commercial off the shelf (COTS) solutions could only cover up to 60%-70% of JPATS' requirements.

JPATS awarded a contract to Capgemini to fulfill its requirement.



The Solution

To accommodate JPATS' unique operating requirements, the solution - JPATS Management Information System (JMIS) - incorporated a multifaceted system based upon a combination of leading practice technologies including Oracle Transportation Management, Oracle EBS, Oracle APEX-based custom user interface, Oracle Business Intelligence Suite Enterprise Edition and CTA-Flight Operations System. This specific combination of software was one of the first implementations of its kind, and has provided JPATS with the technology foundation for its ongoing process improvement and cost streamlining efforts.

The Result

The combined team consisting of experts from JPATS and Capgemini worked towards ensuring several benefits for JPATS and its customers:

- Process improvements that will result in better service and more competitive cost structure
- Scheduling and operational efficiencies (e.g., budget formulation process shortened 10X plus) and cost reduction
- Single source of accurate financial information
- Improved quality of information on prisoner movements, which facilitates safe and reliable transportation of prisoners
- Better and more up-to-date visibility into prisoner movements, which helps facilitate JPATS customers' planning processes
- Billing process automation and streamlining
- Automated performance metrics data gathering and display
- Timely reporting of performance metrics, which lead to improved accountability and process/performance improvement
- Adaptation of best of breed technologies and inherent leading practices
- Reduced need for paper.

Today, JPATS' long term vision is becoming a reality. The leadership is leveraging the new system's informational transparency and its flexible performance measurement capabilities to improve prisoner delivery times. More importantly, the system helps in optimizing JPATS' operational and back office cost structures.

How JPATS and Capgemini Worked Together

Collaboration

Capgemini conducted a thorough assessment of JPATS' business model and operations. The combined team leveraged the primary stakeholders to identify key scenarios, which were ultimately used as the basis for testing possible solution. Sixty interviews were conducted with JPATS personnel, along with requirements definition and RAPID modeling workshops, numerous one-on-one tutorial sessions with JPATS schedulers, and an on-site visit to the JPATS facility. The interviews and workshops confirmed functional and technical requirements and identified specific system integration shortcomings.

White boarding sessions with Capgemini subject matter experts and Oracle solution architects provided a facilitated forum for trying out new ideas. These sessions facilitated development of a fully integrated multi-faceted solution that was needed to support uniquely complex JPATS operations.

Orientation

The team leveraged Rapid Design and Visualization to model financial and scheduling procedures and simulate future state processes. This tool allowed JPATS customers to better understand new technology functions and to successfully adopt the software to its full potential.



The team also conducted an extensive Proof-of-Concept to confirm the best approach for supporting JPATS scheduling processes. Oracle was selected as the best “off the shelf” solutions for JPATS requirements with the closest fit, lowest risk factors and reasonable cost.

Leadership and Organizational Change Management

Realizing the significant change the implementation of JMIS would have on the organization, JPATS’ top leadership engaged with each manager and their subordinates on a routine basis to ensure that the vision of the future was clear, understood, and adopted by all JMIS users. Capgemini and JPATS were engaged in continuous open dialogue with Oracle, all stakeholders and customers to establish common expectations and solicit input as the JMIS implementation progressed. JPATS leadership and Capgemini aggressively pursued opportunities to enhance the capability of JMIS while minimizing costs that would ultimately come from taxpayer contributions.

Simulations for demystifying

Simulated key scenarios showed the intricate interactions that take place when a user accomplishes a task. The iterative process allowed stakeholders to quickly see the proposed solution changing to meet their input. The simulations provided a common point of reference for diverse stakeholders, from the Capgemini team, the client management, and the end users, allowing agreement to be reached on a number of contentious issues.

The solution engineers from the package vendor used the simulations to educate both the client and the Capgemini team about what the package could do and could not do.

If you would like to find out more about this project, please contact:
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In collaboration with



Managed by the US Marshals Service, JPATS is one of the largest transporters of prisoners in the world — handling more than 1,000

requests every day to move prisoners between judicial districts, correctional institutions and foreign countries. On average, JPATS completes over 300,000 prisoner/alien movements per year. A network of aircraft, cars, vans and buses accomplishes these coordinated movements.

For more information, please visit:
<http://www.usmarshals.gov/jpats>