

## **IT Program Assessment A&O Common Operating Picture (COP)**

### **Review**

The DHS CIO conducted a comprehensive program review of the A&O Common Operating Picture (COP) program during September 2011. Program observations include the following:

The core mission of the DHS Common Operating Picture (DHS COP), also known as COP 3.0, is to provide the National Operations Center (NOC) with a COP to deliver enhanced situational awareness to the federal government in the event of a natural disaster, act of terrorism, or other man-made disaster per its legal authorities under public law (PL) 107-296, PL 109-295 and other applicable laws, directives, and legislative policy.

This incarnation of the program resulted from moving the development work from the Office of Operations Coordination and Planning (OPS) to the OCIO in August 2010. That move also resulted in the termination of the previous program known as COP Next Generation. This COP program will leverage DHS enterprise capital investments and align with the department's overall enterprise architecture and technical reference model. The program will use an Agile development methodology to rapidly develop functionality, which is in the spirit of the 25 Point Plan.

All primary Operational Requirements Document (ORD) requirements will be met by DHS COP Initial Operational Capability (IOC) in December 2011. Component Stakeholders are actively involved in management oversight.

The program's risks include:

- The schedule for deploying the COP to Data Center 2 is ambitious and may not be achievable.
- The NOC floor user community is reluctant to adopt new technology and automated business processes.

### **Mitigation Strategy:**

The COP program has risk mitigation strategies in place, to include:

- Conducting frequent status update meetings with the Data Center support team to identify potential schedule issues as early as possible so action can be taken
- Creating a Focus Group of key OPS users to set requirements, priorities and Agile Sprint functionality testing which should give the users a sense of "ownership" and lead to acceptance of the new system

**Assessment:**

Moving technical oversight of the program under the auspices of the OCIO resulted in a technical assessment that improved the probability of programmatic success. The development will rely upon an agile sprint cycle with evaluations for each sprint performed by the NOC Operations user community. These changes have put the program on track to meet its IOC of December 2011. However, these positive changes are tempered by the risks shown above.

Although the identified mitigation strategies are in place, this program will continue to be monitored to ensure successful execution. The CIO assesses the A&O COP program as Level 3 - Medium Risk.

**Score: 3**