

IT Program Assessment

DHS – Infrastructure Transformation Program (ITP)

Review

The DHS CIO conducted a comprehensive program review of the DHS Infrastructure Transformation Program (ITP) during September 2011. Program observations include the following:

DHS IT Infrastructure investments are critical to providing a foundation by which information can be disseminated across all DHS Components (including external customers and intelligence partners). The DHS CIO's vision to fortify this foundation is embodied in the Infrastructure Transformation Program. It is through ITPs execution that collaboration barriers within and across DHS Components are reduced and operations are more efficient. ITP represents an enterprise-wide transition toward developing, implementing, and managing cross organizational efforts. Recent accomplishments include:

- Network Services:
 - Further consolidation of network capability by deploying full functionality of OneNet, through the completion of the Trusted Internet Connection (TIC) infrastructure at Data Center (DC) DC2, and the transition of the configured TIC at DC1 and DC2.
 - Significant strides were made in migrating each of the Components network sites to the central network management at the NOC.
- Data Center Consolidation:
 - Accomplished further migration activities and implementation of power upgrade projects at DC1. Currently, DC1 hosts 65 systems, an increase of 55% over the previous year.
 - DC2 accomplishments include: migration of TSAs legacy Hazelwood DC, HSDN migration , transition of FEMASs Intelligent Road/Rail information Server and migration S&Ts Field Network Phases 1& 2 (6 additional servers installed.)
- Email:
 - Major milestones include a common email technology, with a common address list for quick and easy access to contact information. Plus, a complete build out of an Active Directory architecture to which adopted Components align.
- Wireless:
 - This domain continues to support the Components and spectrum requests for Federal Protection Details; emergency response to tropical storms and disasters; and border initiatives such as ground based radar assignments.

Progress made since the genesis of ITP has benefited critical infrastructure, cyber security, and disaster recovery gaps noted in FY05-07 GAO and DHS Inspector General Reports. The uniform network services, consolidated computing asset footprint, standardized email platform and wireless capabilities provided by ITP will continue to reduce system maintenance, management and administration costs.

Going forward, ITP priorities include: Enabling Department TIC, continuous support of Component transition and data center migration to the Data Centers; and increased focus into Component disaster recovery capabilities.

Funding uncertainty and delays in migrating DHS systems to the Data Centers have caused corresponding schedule slippages as well as adversely impacting ITP's long term financial health. Current yearly DC White Space costs are funded by ITP, limiting the ability to invest in other enterprise IT infrastructure enhancements and negatively impacting the Return on Investment.

Mitigation Strategy

The ITP mitigation strategy is to closely monitor the program through monthly meetings and numerous governance boards, such as the Infrastructure Change Control Board (ICCB), Chief Information Security Officer (CISO), Senior Infrastructure Officer Council (SIOC) and the ITSGB. In addition, a monthly ITP status briefing is presented to the OCIO and the Risk Registry is updated and incorporated in this meeting. The biggest focus is given to closely monitoring the motivations, funding and timeliness of Component Migrations.

ITP is also doing the following:

- Working on fundamental process changes to expedite the ability of Components to migrate their IT services to the Data Centers.
- Improving the business case to demonstrate the cost savings, return on investment and enterprise benefits of funding component DC migration costs
- Simplifying the DC migration process with more standard Contract Line Item Numbers (CLINs) and transparent procedures outlined in the customer catalog
- Accelerating the OneNet test schedule by implementing a parallel test/migration approach

Assessment

ITP has demonstrated programmatic success by successfully creating OneNet across the Department with centralized governance and standardized procedures and establishing a common DHS-wide e-mail service both of which are now in operations and maintenance. It is transferring its wireless communication functions to the new TACCOM 2 program. The DC migration effort under the ITP has many challenges. The ITP mitigation strategies will be monitored to ensure they expedite the migration of DHS Component applications and related IT services to the Data Centers. The CIO assesses the DHS ITP as Level 3 – Medium Risk.

Score: 3