

IT Program Assessment NPPD - Critical Infrastructure Technology and Architecture (CITA)

Review

The DHS CIO conducted a comprehensive program review of the NPPD - Critical Infrastructure Technology and Architecture (CITA) program in September 2011. Program observations include the following:

The CITA Program is a mixed lifecycle investment, the nucleus of CITA program is the Infrastructure Protection (IP) Gateway (formerly the Linking Encrypted Network System). The IP Gateway is the external, single sign-on interface through which IP's applications (IICS, PCIIMS) are integrated. The Infrastructure Information Collection System (IICS) allows users to access, search, retrieve, visualize, and analyze infrastructure data from multiple sources through the IP Gateway. The Protected Critical Infrastructure Information Management System (PCIIMS) receives, processes, and stores PCII protected data. Additionally, Web Emergency Operations Center (WebEOC), Automated Critical Asset Management System (ACAMS), and Technical Resource for Incident Prevention (TripWIRE) are applications that will be integrated into the IP Gateway. The lifecycle phase for all of the applications listed above is operations and maintenance (O&M), except for PCIIMS which is expected to go into O&M in Q1 FY12.

The NPPD Component Acquisition Executive (CAE) Acquisition Decision Event (ADE)-1 Memo dated April 15, 2011 granted CITA conditional approval to continue with existing development activities starting prior to the ADE-1 decision. Multiple scope changes have occurred based on NPPD/IP development initiatives and in the anticipation of an NPPD/IP realignment. Thus a new Life Cycle Cost Estimates (LCCE) is in development for the existing program scope since cost information for some of the included applications did not formally exist or were not consistent across NPPD/IP.

The CITA program has the following risks:

- There is currently no requirements baseline in place that adequately supports a program schedule and program cost.
- Increased cost and schedule delays are due to ill-defined and inconsistent DHS and HP processes by Data Center Management Team at DC2. PCIIMS is currently 9+ months delayed with increased cost of \$785K.
- Contract support will be adversely impacted by the increase in CITA's lifecycle cost. CITA's technology development and implementation plans maybe adversely impacted as well as the programs performance.
- Difficulty standardizing data collection and information sharing for IP IT systems.

Mitigation Strategy

To help mitigate risk to program cost CITA is refining the technical baseline for NPPD/IP's IT applications. CITA is working with system experts to gather cost information across NPPD/IP. Updating the WBS to enable more accurate collection of cost data across IP (Infrastructure Protection) and NPPD and support development of cost estimates for the IP/NPPD realignment.

To support requirements management CITA has established an NPPD/IP Data Governance Board to enable stakeholders to provide input for data requirements and support infrastructure decision making. Currently there is no mitigation strategy for Data Center delays. During the FY11 DHS CIO program review CITA did not demonstrate evidence to mitigate schedule risk, the program stated that the schedule is developed and execute based on existing resources. To mitigate risk to the IP IT standardizing data collection, CITA stated that a Standards Management Program was implemented.

Assessment

CITA is a viable program to the DHS infrastructure with significant challenges centered on funding, schedule and governance. The CITA program is currently developing a program cost estimate to ensure the necessary funds are available for a quality delivery. The CITA is also developing a work breakdown structure (WBS) and an integrated master schedule (IMS) that is resource loaded and managed appropriately to ensure on-time delivery. Lastly, the program has established an Executive Steering Committee (ESC) as the decision making body that will assist the program in controlling the program management constraints of cost, schedule, and performance, which will help to mitigate identified risk. Dependencies on DHS and HP processes by Data Center Management Team at DC2 will cause concern to program cost and schedule perturbations. Partnering will continue for program success. The CIO assesses the NPPD CITA program as a Level 3 - Medium Risk.

Score: 3