



IT Program Assessment

USCG- Command, Control, Communications, Computers, Intelligence, Surveillance & Reconnaissance (C4ISR) (2010)

Review

The DHS CIO conducted a comprehensive program review of the USCG Command, Control, Communications, Computers, Intelligence, Surveillance & Reconnaissance (C4ISR) Program on March 12, 2010 with representatives from DHS OCIO, USCG OCIO, the appropriate USCG Directorates, and other DHS HQ elements. The C4ISR program is charged with acquiring and delivering more capable, integrated, and interoperable C4ISR systems that support effective and efficient Coast Guard mission execution. The C4ISR appropriation funds the design of hardware and software for deployment on USCG assets.

Major findings include the following:

- The C4ISR program is a Level 1 Program that combines sensor and network data into a consolidated picture that facilitates tactical decisions for operational commanders.
- The program was stood up in response to a 1996 report citing the downward trend of C4ISR capability. A post 9/11 performance gap drove a revised Mission Need Statement in 2004.
- The data collected feeds the COP for all USCG assets afloat, in the air and on shore.
- USCG is transitioning to function as the Systems Integrator for this program.
- The C4ISR appropriation funds the design and development of baseline hardware and software on USCG assets, not O&M or production. In addition, the appropriation funds production for legacy facility upgrades, intelligence center and laboratory facilities.
- The program has 8 discrete segments that are at various phases throughout the lifecycle; however, due to drastic funding shortfalls, several segments are at risk for on-time delivery of capabilities.
- Segment Two, dealing with decoupling of hardware and software and interface improvement, is currently on time and on budget for the first spiral of development.
- A heightened IA threat environment and the costs associated with mitigating those threats also pose a risk to the program.
- USCG has a Memorandum of Agreement (MOA) and is working with SBINet (at the unclassified level) on SOA capabilities.

Mitigation Strategy

Due to the risk that funding shortages pose, the Program is developing strategies for maximizing re-use, developing alternative plans for capability deployment, and pushing requirements to other programs or base. To deal with heightened IA threats, additional resources are being re-allocated on an as-needed basis and heightened cooperation with the Designated Approval Authority (DAA). As the program transitions into its role as System Integrator, they've formed a working group to address documentation issues which could potentially affect contract awards and the ability of the USCG to function as System Integrator. The DHS OCIO will work with the program to help keep their Segment Two development on time and on budget. Quarterly briefings between the program and the OCIO will facilitate that discussion and partnership.

Assessment

While critical to USCG mission execution, the C4ISR program has seen a dramatic reduction in funding which is forcing them to reprioritize their requirements and will affect capability deployment adversely. Coupled with increasing IA threats, this program faces some significant trade-off decisions in its future. To deal with this circumstance, the program is proactively leveraging existing government resources and contract vehicles to obtain needed resources. Management has a command of the program's situation, but their funding poses significant challenges to the timely delivery of core capabilities.

Score: 3