



Highlights of [GAO-06-666](#), a report to congressional committees

Why GAO Did This Study

The Cheyenne Mountain Operations Center houses numerous complex computer systems for tracking air, missile, and space events that could threaten homeland security or undermine military operations in theater. To ensure this mission can be met, the systems require ongoing upgrades.

The most recent upgrade program—the Combatant Commanders' Integrated Command and Control System (CCIC2S)—was initiated in 2000. Given the critical missions supported by Cheyenne Mountain systems, GAO initiated a review to (1) determine the status of the CCIC2S program in terms of meeting its cost, schedule, and performance goals; (2) gauge the extent to which DOD has followed best practices in managing program requirements; and (3) assess DOD's control and oversight mechanisms for CCIC2S.

What GAO Recommends

GAO is recommending that DOD designate CCIC2S as a major acquisition program; establish effective management controls; and conduct an affordability assessment, economic analysis, and independent estimate of life-cycle costs. DOD agreed to designate CCIC2S as a major acquisition program and establish management controls. In addition, DOD stated that it will conduct the affordability assessment and other analyses on future CCIC2S development activities.

www.gao.gov/cgi-bin/getrpt?GAO-06-666.

To view the full product, including the scope and methodology, click on the link above. For more information, contact Lisa Shames at (202) 512-4841 or shamesl@gao.gov.

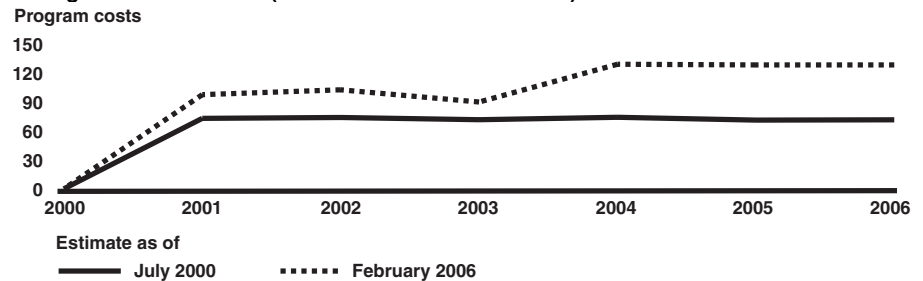
DEFENSE ACQUISITIONS

Further Management and Oversight Changes Needed for Efforts to Modernize Cheyenne Mountain Attack Warning Systems

What GAO Found

Like its predecessor, the Department of Defense's (DOD) CCIC2S program is over cost, behind schedule, and some capabilities have been deferred indefinitely which could pose risks to performing some future operations. The Air Force, which has overall responsibility for the program, currently estimates program costs will total about \$707 million through fiscal year 2006—about a 51 percent increase over initial estimates. Schedules have also expanded significantly, and most critical mission capabilities will not be delivered in fiscal year 2006, as initially planned. The deferral of capabilities and performance shortfalls has significant implications for future missions—especially if program dollars are needed to maintain legacy systems longer than expected. The tracking of space objects could be particularly affected, given that none of the work on CCIC2S's critical space mission capabilities has been completed, and estimated completion dates for this work have yet to be determined.

Comparison of Initial and Current Estimates of CCIC2S Program Costs from Inception through Fiscal Year 2006 (Then-Year Dollars in Millions)



Source: Air Force data, GAO analysis.

Unstable program requirements and the failure to match requirements to available resources have contributed to the program's cost and schedule overruns. Since the program began in 2000, the Air Force has added, deleted, and modified requirements without adequately determining the effect of these changes on resources. To control cost growth, the Air Force has frequently deferred work to later years and has yet to determine when and at what cost development is to be completed.

Several key controls needed to mitigate the CCIC2S program's cost and schedule problems are not in place. First, DOD did not designate the CCIC2S program as a major automated information system acquisition—a designation that would have required high-level oversight other than that provided by the Air Force, which has been ineffective. In addition, the Air Force's contracting approach has limited the program's ability to thoroughly assess the reliability of the contractor's cost and schedule performance information and the impact of defining, prioritizing, and adding capabilities. Despite this risky approach, the Defense Contract Management Agency did not independently monitor contractor performance. According to DOD officials, actions are being taken to implement better controls and to determine whether the CCIC2S program should be categorized as a major automated information system acquisition.