

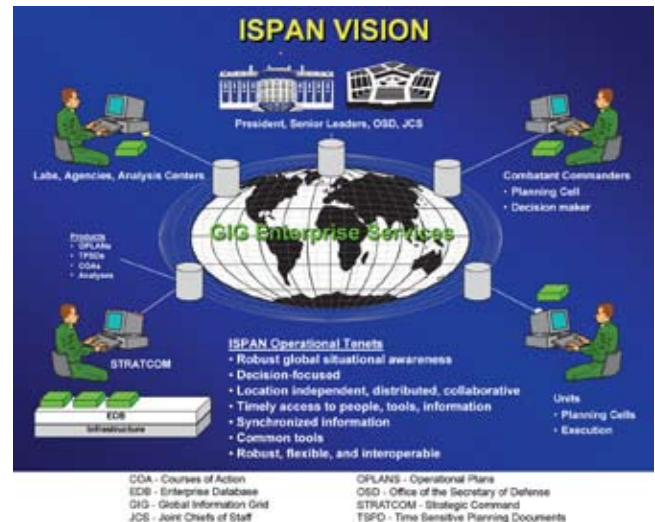
Integrated Strategic Planning and Analysis Network (ISPAN)

Executive Summary

- United States Strategic Command (STRATCOM) fielded the maintenance portions of the Integrated Strategic Planning and Analysis Network (ISPAN) Block 1, Spiral 2 in January 2006 after successful Combined Test Force (CTF) testing. Additionally, the modernization framework software was installed in the STRATCOM Experimental Planning Laboratory for user familiarization and development testing.
- STRATCOM fielded the maintenance portions of ISPAN Block 1, Spiral 3 in July 2006 after successful CTF testing. The program delayed the testing of the modernization portions of Spiral 3 until January 2007 to allow a new STRATCOM user time to assess the proposed new capabilities.
- STRATCOM is developing Joint Capability Integration and Development System documents for ISPAN Block 2, although little progress has been made.

System

- ISPAN is the modernization program for STRATCOM's operational information technology planning and analysis network.
- Fielded operational system ISPAN (referred to as legacy ISPAN) provides dedicated planning and analysis to create the national deterrence war plan for all U.S strategic nuclear forces. Legacy ISPAN is maintained by semi-annual software maintenance changes.
- ISPAN modernization expands planning and analysis to new mission areas including the use of non-nuclear forces and the employment of the full spectrum of kinetic and non-kinetic weapons into strategic and theater plans.
- Modernization occurs incrementally, along with maintenance changes, with new capabilities fielded as spirals every three to six months. The first block consists of six spirals. ISPAN modernization has three blocks scheduled to complete in 2011.



- ISPAN operates in multi-level classification environments at Offutt AFB, Nebraska.

Mission

STRATCOM uses ISPAN to perform deliberate and adaptive strategic, nuclear, and non-nuclear planning and analysis.

- It helps develop the national deterrence war plans providing both nuclear and non-nuclear weapon options.
- It helps develop an integrated capability to provide planning and analysis for Global Strike and integration with Global Missile Defense; Global Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance; Space and Information Operations; and other new mission areas assigned to STRATCOM in support of the Joint Theater Commanders.

Activity

- STRATCOM and Air Force Test and Evaluation Center (AFOTEC) conducted ISPAN Block 1, Spiral 2 maintenance and modernization testing in accordance with the DOT&E-approved Test and Evaluation Master Plan (TEMP) during December 2005 to January 2006. This evaluated:
 - Converting from the legacy SYBASE database to an ORACLE database management system
 - Automating the process of integrating select conventional weapons into the planning and analysis process
 - Enhancing the production of Theater/Global Strike support documents
 - Testing of the initial framework software
- The maintenance portion of Spiral 2 was fielded to the legacy ISPAN system in January 2006 while the modernization framework software portions were installed in the STRATCOM Experimental Planning Laboratory for user familiarization and developmental testing.

AIR FORCE PROGRAMS

- STRATCOM fielded the maintenance portions of ISPAN Block 1, Spiral 3 in July 2006 after successful CTF combined developmental and operational testing. The program delayed testing of the modernization portions of Spiral 3 until January 2007 due to reorganization within STRATCOM.
- The program office and STRATCOM expanded ISPAN Block 1 from five to six developmental spirals. This was caused by unplanned program budget cuts and software development and testing delays.
- DOT&E approved the required TEMP update in December 2006.

Assessment

- Prior to each spiral test, AFOTEC leads a risk assessment, which analyzes the modernization content of the spiral, the risk, and the impact to the legacy ISPAN system. The results of the assessments allow the test organizations to scope the spiral test and plan an adequate test. The risk assessment process is adequate, but could be enhanced by incorporating best practices from DoD's new Risk Management Guide for DoD Acquisition.
- The ISPAN maintenance portions of Spiral 2 and Spiral 3 installed minor software fixes and completed the conversion to the ORACLE database. The maintenance spirals were low-risk to the legacy ISPAN system. The AFOTEC and CTF reports were adequate to support the maintenance spiral fielding decisions.
- Spiral 3 modernizations include installing optimizers, task managers, and the software framework for the time-sensitive

planning processes. Spiral 3 modernizations will be evaluated by an AFOTEC-led operational assessment to support a Spiral 3 final fielding decision. This assessment is scheduled to be conducted in January 2006.

- The ISPAN Operational Requirements Document does not adequately define the modernization requirements, capabilities, or performance measures for each of the ISPAN blocks. STRATCOM is beginning to write a Capability Development Document for Block 2, but no usable draft has yet been released. Development of the requirements documents for Block 2 is behind schedule.

Recommendations

- Status of Previous Recommendations. One of the three previous DOT&E recommendations has been completed. Two are unresolved and remain valid.
FY05 #1: DOT&E recommended that STRATCOM complete requirements documents for Block 2 to define capabilities to be developed in Block 2.
FY05 #2: DOT&E recommended that the program complete a revision to the TEMP as ISPAN Spiral 3 modernization testing will not begin without an approved TEMP revision.
- FY06 Recommendation.
 1. AFOTEC should revise the risk assessment methodology to incorporate the best practices identified in DoD's new risk management for acquisition systems guide.