



IT Program Assessment NPPD – Federal Protective Service (FPS) Risk Assessment and Management Program (RAMP)

The Department of Homeland Security (DHS) Office of the Chief Information Officer (OCIO) conducted a program review of the National Protection and Programs Directorate (NPPD) – Federal Protective Service (FPS) Risk Assessment and Management Program (RAMP). This assessment represents the program's status through March 2012.

Description and Background:

RAMP will be the primary tool used by FPS to fulfill its strategic mission of securing Federal facilities and ensuring occupant and visitor safety. When complete, RAMP will be a comprehensive, systematic, and dynamic means of capturing, accessing, storing, managing, and using information associated with each facility in the system. The legacy RAMP application has been deemed unsuitable for use by FPS and the program will leverage existing assessment tools and contracting vehicles until the new system is deployed. The Modify Infrastructure Survey Tool (MIST) will provide an interim FPS facility assessment tool while the Link Encrypted Network System (LENS) will be used as the web portal/gateway and hosting environment. The new project received Acquisition Decision Event (ADE) 2B approval in August 2011 and the development began in October 2011 after the Inter-Agency Agreement Task Order was awarded. RAMP plans to deliver this system on March 30, 2012, and is currently requesting a combined Operational Readiness Review and ADE 3 review.

Risks and Issues:

RAMP's current Life Cycle Cost Estimate (LCCE) does not reflect the change in the program's strategy which may result in budget shortfalls. In addition, the program has identified the following high risks:

- The schedule may be impacted if the program is unable to decommission the legacy RAMP application prior to the existing sustainment contract's expiration.
- If FPS law enforcement personnel is not available when the coordination and execution of MIST/assessment training is scheduled, the personnel will not have the knowledge needed to effectively utilize the tool.
- Government Program Management Office staff may not be available when the Follow-on Assessment Tool program is initiated.

Mitigation Strategy:

RAMP plans to update its LCCE as part of the Follow-on Assessment Tool planning efforts to provide necessary cost models and estimates to support project budget requests. RAMP has also identified the following ways to mitigate the risks noted above:

- The program will work with RAMP users to identify critical functionality available in legacy RAMP and develop workaround solutions to provide similar capabilities



outside of a major application. It will analyze legacy RAMP repository contents to determine methods for recovery and reuse/storage of legacy RAMP data in usable forms. Finally, the program will train existing support staff on critical legacy RAMP sustainment procedures and transfer Operations and Maintenance (O&M) tasks to a separate contract.

- Training, planning, and execution has been assigned to the Federal Law Enforcement Training Center. The need for law enforcement personnel availability is being taken into account. In addition, training will maximize the use of distance learning via Information technology tools providing flexibility through shorter lessons and multiple opportunities during a given training period.
- Hiring actions are being conducted for each required functional discipline.

Assessment:

RAMP's development and deployment has been delayed for two years, and its LCCE has grown from an initial estimate of \$15.9M in 2008 to \$183M in draft 2011 LCCE. RAMP's LCCE growth is attributable to poor initial estimates, scope increases, reprioritization of capabilities, unplanned fixes to technical issues, and extended system lifespan. However, the program has since gotten back on track under its new leadership. RAMP has been rebaselined into three projects: O&M of the legacy system, MIST/LENS as an interim solution, and revalidating requirements for a new, follow-on solution. The program hosts several working groups comprised of various stakeholders to ensure proper project management and to maintain communication with the customers. The program has a detailed risk management register that is reviewed bi-monthly with the Integrated Project Team, and each risk is tracked until the risk or issue is resolved or no longer applicable. The CIO assesses the NPPD – FPS RAMP as **Moderately High Risk**.

Score: 2