



Interagency Interoperability Oversight Group



Access Authentication

Recommended Solution Alternative (Alt 2) Analysis
and Comparison to Current Condition / Status Quo

Interagency Access Authentication Project Team

11/22/2013



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Executive Summary

The Access Authentication project was initiated in May 2009 by the Interagency Interoperability Oversight Group (IIOG). The project scope included the development of a method to allow Department of the Interior (DOI) or Forest Service (FS) employees a simple and efficient way to access Information Technology (IT) resources and applications appropriate to their duties, regardless of employing agency. To date, multiple challenges have made it impossible to provide this capability to the field. In April 2013, an interagency team representing the US Department of the Interior (DOI), Bureau of Land Management (BLM), US Department of Agriculture (USDA) and Forest Service (FS) were directed by the Wildland Fire Information and Technology (WFIT) Executive Board to re-validate the business need for DOI and FS users to efficiently access each other's networks/applications; and develop a recommended solution that meets customer needs and maintains network security processes for all agencies.

Team representatives included technical subject matter experts from USDA, DOI, BLM and FS and business representatives from Fire and Aviation Management and Service First Program Management. All decision points were fully vetted with the team and recorded. A team consensus was validated prior to moving forward during each phase of the analysis.

Collaboratively the team identified four alternatives and rated each against value factors as described in the report presented to the Office of the Chief Information Offices (OCIO) of USDA and DOI, the FS CIO and the Chair of the IIOG on Nov. 6, 2013. The interagency project team collaboratively and unanimously recommended Alternative 2 - DOI / USDA Inter-Forest Trust with Externally Hosted Public Cloud. The report and presentation are available on the IIOG website at <http://www.iiog.gov>; specifically on these links: <http://www.iiog.gov/documents/20131031AASolutionTeamReport.pdf> and <http://www.iiog.gov/documents/!2013%2011%2006%20AA%20Solution%20Team%20Report%20Slides.pdf>.

The team was further directed on Nov. 6, 2013 to:

1. Analyze Alternative 2 (the recommended alternative) versus the Current Condition / Status Quo against the same factors used to rank the four alternatives presented.
2. Provide a Rough Order of Magnitude (ROM) Project Plan and Cost Estimate for Implementation of Alternative 2 compared to maintaining the Current Condition / Status Quo (Alt 0).
3. Prepare this information for presentation to the WFIT Executive Board on Nov. 22, 2013.

This report is a result of the direction given the team during this meeting.

Recommendation

In order to ensure success and implementation of a solution for delivery to the field, the team specifically recommends that leadership keep the following in mind:

- Avoid looking for new / other technology to solve this problem. Previous attempts at solving the business needs have been halted due to disagreement on the approach and solution. There will always be newer technology and other approaches. However, this is the first time known that an interagency team of subject matter experts (both in technology and business needs) have come to agreement on the approach to a solution.
- While there is an upfront investment to implement this solution and some on-going yearly costs; in the long term, the efficiencies gained by implementing Alternative 2 will result in cost-savings over Alternative 0 (Current Condition / Status Quo). The rationale for this statement is provided in the full content of this report.



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Interagency Interoperability Oversight Group

Recommended Solution Alternative (Alt 2) Analysis and Comparison to Current Condition / Status Quo

1. Background

The ability to log-on to a the Forest Service or Department of the Interior (DOI) network efficiently, while easily accessing applications regardless of employing agency, has been a critical business need identified by employees located in interagency offices throughout the nation for nearly 20 years. This need has also commonly been referred to as single sign-on and one-desktop. Because no other group or organization had been able to find and implement a workable solution to date, the IIOG chartered this project in May of 2009 and updated the charter in November of 2010. Those charters and associated project materials are available on the [IIOG Website \(http://www.IIOG.gov\)](http://www.IIOG.gov).

Resource availability, changes to IT security policies and other related issues has continued to prohibit completion of this project. In April 2013 the IIOG and Wildland Fire Information and Technology (WFIT) Executive Board¹ directed that the project team work again toward a solution. Meetings began in April 2013 and continued in order to deliver the report as posted on these links:

<http://www.iioq.gov/documents/20131031AASolutionTeamReport.pdf> and

<http://www.iioq.gov/documents/!2013%2011%2006%20AA%20Solution%20Team%20Report%20Slides.pdf>.

The project team presented four alternatives on Nov. 6, 2013, with Alternative 2 - Alternative 2 - DOI / USDA Inter-forest Trust w/External Public Cloud identified as the recommended alternative. During that presentation, the team was further directed to:

- Analyze Alternative 2 (the recommended alternative) versus the Status Quo / Current Condition (Alternative 0) against the same factors used to rank the four alternatives presented in the solution report.
- Provide a Rough Order of Magnitude (ROM) Project Plan and Cost Estimate for Implementation of Alternative 2 and costs associated with maintaining the Status Quo vs. the Current State.
- Provide this information in presentation to the WFIT Executive Board on Nov. 22, 2013.

This report is a result of the direction given the team during this meeting

2. Team Members

The listing of project team members is available in the project solution report dated Nov. 6, 2013.

3. Approach

For the purposes of this report, the team compared costs to implement and maintain Alternative 0 – Status Quo/Current Condition and Alternative 2 - Alternative 2 - DOI / USDA Inter-forest Trust w/External Public Cloud with a Rough Order of Magnitude (ROM) approach as directed. As with the previous report, the project team advanced only when full interagency quorum and agreement were in place.

The costs associated with both Alternative 0 and Alternative 2 are Rough Order of Magnitude (ROM).

4. Quick Wins

Regardless of the alternative selected, suspension of the USDA limitation on email access via the internet is a quick win. This action would facilitate access to email by employees using either FS or DOI computer/network.

¹ The WFIT was chartered and signed August 8, 2012 by Kim Thorsen, Deputy Assistant Secretary – Public Safety, Resource Protection and Emergency Services, Department of the Interior and Jim Hubbard for Arthur Blazer, Deputy Under Secretary Natural Resources and Environment, US Department of Agriculture. Jim Hubbard, Deputy Chief, State and Private Forestry, USDA Forest Service and Kim Thorsen serve as co-chair.

5. Comparison of Alternative 0 (Status Quo / Current Condition) versus Alternative 2

In order to ensure success and implementation of a solution for delivery to the field, the team specifically recommends that leadership discourage looking for new / other technology to solve this problem. Previous attempts at solving the business needs have been halted due to disagreement on the approach and solution and potential new technology (in the distant future).

While there will always be newer technology and other approaches, this is the first time known that an interagency team of subject matter experts (both in technology and business needs) have come to agreement on the approach to a solution.

While Alternative 2 requires an initial investment not required by Alternative 0, the team estimates significant savings in the longer term gained through reduction of redundant equipment including switches, PC's and printers. Although the team hasn't yet developed the detailed project plan, using rough calculations, the team believes that this project will break even in 3 to 4 years, due to not having to support or refresh approximately 5000 redundant endpoints.

Security risks introduced by un-authorized field work-arounds to the Status Quo / Current Condition will continue to be an expensive aggravation. The team believes that the initial investment to implement Alternative 2 and mitigate these risks far outweigh any short-term budget savings to maintain the "as is". Additionally, Alternative 2 facilitates data sharing for the next generation of WildCAD (no longer need Network Attached Storage (NAS) servers in dispatch offices) and the interagency integrated Reporting of Wildland-Fire Information (iRWIN) project.

Relative cost comparisons are displayed in Appendix C – Cost Analysis / Relative Cost Rating – Level of Effort / Resources Needed and costs associated with implementation and maintenance of Alternative 2 are contained in and Appendix E - Rough Order of Magnitude Project Plan – Alternative 2 Implementation and Appendix F - Rough Order of Magnitude Project Cost Summary – Alternative 2 Implementation.

6. Next Steps / Additional Recommended Actions

- Upon management direction to implement Alternative 2; the project team needs to develop a full project plan. The team estimates that it will take approximately 45 days to develop this plan.
 - Should management determine not to implement Alternative 2, the team recommends appropriate communication to the business stakeholder community.

- In order to facilitate interagency supervision, timesheets, travel, and performance rating related documents need to be approved by either DOI or USDA agency supervisors for employees working under their direction regardless of agency employer. Testing of the FS solution called "USDA Person Model" shows that DOI Supervisors may approve FS Employee timesheets but does not facilitate approval of travel related documents. There is no such method for paycheck approval known for FS Supervisor to approve DOI Employee paychecks or travel.
 - The Project Team recommends that Management appoint a *Tiger Team* to resolve this situation. Recommended team members would include business representatives such as, a member of this project team, DOI and FS dispatching SME's, and expertise from Human Capital Management (HCM) for resolution.

Appendix A – Value Analysis

Full details of team analysis work is contained in the November 6, 2013 Report available at <http://www.IIOG.gov>

Value Metric		Alt. 0 - Current Condition / Status Quo	Alt. 1	Alt. 2 - Options 2 & 3 - IF Trust & External Cloud	Alt. 3	Alt. 4
End User	Intuitive, Good experience	Average	Robust	Robust	Average	Average
	Access to Home Agency Apps from Away	Limited	Robust	Robust	Robust	Robust
	Ease of use, Interface	Adequate	Robust	Robust	Robust	Robust
	Simultaneous Interoperability with Other Fed Systems (DOI/USDA)	Limited	Robust	Robust	Robust	Robust
	Required security/encryption (where needed)	Adequate	Robust	Robust	Robust	Robust
	Operational functionality (Shared Files / Printers / Etc.)	Limited	Robust	Good	Robust	Good
	Minimal User Impacts (Operational Maintenance Activity) - Migration	Adequate	Limited	Good	Limited	Good
	Minimal User Impacts (Operational Maintenance Activity) - Operations	Adequate	Average	Average	Good	Good
	Support (Help desk) - Communication Complexity to Resolving Issues	Adequate	Adequat	Adequate	Adequate	Adequate
	User Impact - Needed Training	Adequate	Robust	Good	Good	Average
User Impact - Consistency In Operations between USDA/DOI Employee	Limited	Robust	Robust	Good	Good	
End User - Average Adjective Rating	Adequate	Good	Good +	Average	Good	
Foundational/ Operational	Single Desktop / Individual Work - Dual eMail Access	Adequate	Robust	Robust	Robust	Robust
	Ease of maintenance	Adequate	Average	Good	Average	Average
	Availability of personnel with required skill sets	Average	Adequat	Good	Average	Average
	Documented operating procedures and system operations	Adequate	Average	Average	Adequate	Average
	Ease of acquiring new / replacement equipment	Average	Average	Good	Adequate	Average
	Ease of installation (e.g., configuration, provisioning, testing)	Average	Average	Good	Average	Average
	Adaptability (e.g., emergency response)	Adequate	Good	Good	Average	Average
	Shared Inboxes for Incident Support (Federal and Non-Federal Access)	Limited	Average	Good	Good	Good
	Scalability	Limited	Average	Robust	Average	Average
	Ease of integration with rest of IT infrastructure	Average	Robust	Average	Average	Average
Foundational / Operational - Average Adjective Rating	Adequate	Good	Good	Average	Average	
Strategic/ Political	Compliance with Executive Initiatives	Adequate	Good	Average	Good	Average
	Compliance with Departmental Secretarial Orders (3309, etc)	Adequate	Good	Average	Good	Average
	Compliance with Federal (OMB, E-Gov) Strategic Plans	Adequate	Good	Good	Average	Average
	Address external NGO stakeholders	Limited	Adequat	Good	Adequate	Adequate
	Address internal bureau/agency stakeholders	Adequate	Average	Good	Average	Average
	Address Congressional Concerns	Adequate	Average	Adequate	Adequate	Adequate
	Address other government agencies access needs (States, etc)	Limited	Average	Average	Adequate	Adequate
	Address internal oversight and regulation entities	Adequate	Good	Average	Good	Average
Strategic / Political - Average Adjective Rating	Adequate	Average	Average +	Average	Adequate	
Social	Public confidence in system data	Adequate	Average	Average	Average	Average
	Public confidence in disaster recovery	Adequate	Average	Average	Adequate	Adequate
	Efficiency of acquisition and operations	Limited	Average	Good	Adequate	Adequate
	Accountability	Adequate	Good	Average	Average	Average
Social - Average Adjective Rating	Adequate	Average	Average +	Adequat	Adequate	

Appendix B - Risk Analysis

The team measured each alternative in terms of risk as defined by OMB in their Circular A-11. Complete details of this analysis are available in Appendix B of the Solution Report dated November 6, 2013. Below is the result of comparing Alternative 0 – Status Quo/Current Condition to Alternative 2, the recommended alternative.

Probabilities: Improbable = 1, Remote = 2, Occasional = 3, Probable = 4, Frequent = 5 - Magnitudes: Negligible = 1, Minor = 2, Moderate = 3, Critical = 4, Catastrophic = 5

OMB Risk Areas		Probability					Magnitude					Impact				
		Alt 0 Current Condition / Status Quo	Alt 1	Alt 2 Options 2 & 3 - IF Trust & External Cloud	Alt 3	Alt 4	Alt 0 Current Condition / Status Quo	Alt 1	Alt 2 Options 2 & 3 - IF Trust & External Cloud	Alt 3	Alt 4	Alt 0 Current Condition / Status Quo	Alt 1	Alt 2 Options 2 & 3 - IF Trust & External Cloud	Alt 3	Alt 4
1	Schedule	2	3	3	3	3	2	4	3	4	3	4	12	9	12	9
2	Initial costs	2	3	3	3	4	2	4	2	4	3	4	12	6	12	12
3	Life-cycle costs	4	4	4	3	4	4	4	3	4	3	16	16	12	12	12
4	Technical obsolescence	4	3	3	3	3	4	3	2	3	2	16	9	6	9	6
5	Feasibility	3	2	2	3	3	3	4	3	4	3	9	8	6	12	9
6	Reliability of systems	4	3	3	3	3	4	4	3	4	3	16	12	9	12	9
7	Dependencies and interoperability between this investment and others	4	4	4	3	4	4	3	2	3	2	16	12	8	9	8
8	Surety (asset protection) considerations	4	3	3	3	3	4	3	3	3	3	16	9	9	9	9
9	Risk of creating a monopoly for future procurements	2	2	2	2	2	2	3	2	3	2	4	6	4	6	4
10	Capability of agency to manage the investment	3	3	3	3	3	3	4	3	4	3	9	12	9	12	9
11	Overall risk of project failure	3	4	3	4	3	3	4	3	4	3	9	16	9	16	9
12	Project resources/financial	3	4	3	4	3	3	3	3	3	3	9	12	9	12	9
13	Technical/technology	4	2	2	2	2	4	4	3	4	3	16	8	6	8	6
14	Business/operational	4	4	4	4	4	4	4	3	4	3	16	16	12	16	12
15	Organizational and change	3	3	3	4	4	3	3	3	3	3	9	9	9	12	12
16	Data/information	4	4	3	4	3	4	4	4	4	4	16	16	12	16	12
17	Security	4	4	4	4	4	4	4	4	4	4	16	16	16	16	16
18	Strategic	4	3	3	4	4	4	3	3	3	3	16	9	9	12	12
19	Privacy	3	3	3	3	3	3	4	4	4	4	9	12	12	12	12
												11.89	11.68	9.05	11.84	9.84

Appendix C – Cost Analysis / Relative Cost Rating – Level of Effort / Resources Needed (People, Time, Money)

Appendix C of the November 6, 2013 report displayed the cost analysis prepared by the team. While actual costs were not defined for each alternative; costs were scored in terms of capital outlays, cost avoidance and benefits as follows. This table includes comparison of Alternative 0 – Status Quo / Current Condition to Alternative 2 (Recommended Alternative).

Score	Capital Outlay	Cost Avoidance and Benefits
1	Negligible	Little or no impact to current IT funding levels (< 5%)
2	Minor	Small increase to current IT Funding levels (< =10%)
3	Moderate	Noticeable increase to current IT funding levels (<=25%)
4	Significant	Major increase to current IT funding levels (<=40%)
5	Cost Prohibitive	Substantial increase to current IT Funding levels (<=60%)

Key Cost Component	Alt 0 - Status Quo / Current Condition	Alt 1	Alt 2 - Options 2 & 3 - IF Trust & External Cloud	Alt 3	Alt 4	Remarks
Implementation Costs						
Circuit & Network	0	4	3	4	4	
Directory/Account Service	0	4	2	4	2	
O&M Requirements*						
Circuit & Network	1	3	2	3	3	* Demand and traffic expected to grow significantly once implemented. This could drive costs up as additional services are requested and bandwidth requirements increase.
Directory/Account Service	1	1	3	1	3	
Potential Cost Avoidance (Benefit)						
Field Workaround Reduction	-1	1	2	2	2	<i>Economies of Scale create a significant cost avoidance.</i>
Reduce Internal Security	-1	1	1	2	2	Field work-arounds create unintended security risks.
Reduce External Security	-2	1	1	2	2	Field work-arounds create unintended security risks.
Policy / Litigation Hold	-2	1	1	1	1	
Service First - Facilities	-1	1	2	1	2	
Reduction Hardware Costs	-1	1	1	1	1	Printers, network equipment, desktop/laptop,
Reduction Software	-1	1	1	1	1	
Reduction in Contracting	-1	1	1	1	1	
Service First Implementation	-1	1	1	1	1	
Implementation	0.00	4.00	2.50	4.00	3.00	Average Cost Impact to Implement
O&M	1.00	2.00	2.50	2.00	3.00	Average Cost Impact to Operate and Maintain
Cost Avoidance Average	-1.22	1.00	1.22	1.33	1.44	Average Cost Avoidance

Appendix D - Summary of USDA / DOI Risk and Value Assessment for Solution Alternatives

Alternatives 3 & 4 are less than complete solutions (minimally meet Business Needs)

- The Value Scores as calculated in Appendix A – Value Analysis combined with the Average Value of the Scores for each of the four separate Major Value Factors are provided in the table below.
- Each of the averaged Major Value Factors was then combined to provide an overall Average Value Score for each Alternative.
- Risk Percentages were derived from the Risk Table Impacts shown in Appendix B - Risk Analysis and Appendix C – Cost Analysis / Relative Cost Rating – Level of Effort / Resources Needed.
- Using Implementation Costs (Investment) as the majority of the expenditures, Relative Costs were weighted by the Risk Score Percentage and added back into the value to derive the Risk Adjusted Relative Cost %.
- The comparison of the Average Value Scores and Risk Scores from Appendix B - Risk Analysis shows the Relative Cost Scores clearly define Alternative 2 as the Preferred Alternative.

	Alt 0 – Current Condition / Status Quo	Alt 1	Alt 2 - Options 2 & 3 - IF Trust & External Cloud	Alt3	Alt 4	Remarks
Average Value Scores	1.86	3.55	3.69	3.13	3.11	
End User Needs Average Rating	1.73	4.18	4.27	3.91	4.00	
Foundational / Operational - Average Rating	2.20	3.40	4.00	3.10	3.30	
Strategic / Political - Average Rating	1.75	3.38	3.25	3.00	2.63	
Social - Average Rating	1.75	3.25	3.25	2.50	2.50	
Risk Scores	11.89	11.68	9.05	11.84	9.84	
Relative Costs						
(Investment) Implementation	0.00	4.00	2.50	4.00	3.00	Average Cost Impact to Implement
O&M	1.00	2.00	*2.50	2.00	3.00	Average Cost Impact to Operate and Maintain
Cost Avoidance Average	-1.22	1.00	**1.22	1.33	1.44	Average Cost Avoidance
Implementation Adjusted Relative	0.00	4.47	2.73	4.47	3.30	
Operation Costs vs Cost	2.22	1.00	1.28	0.67	1.56	Overall Operational Costs

1st Choice - Best
2nd Choice
Worst

- Alternative 0 or Status Quo requires no up-front investment, but poses significant security risks that are higher than the other alternatives.
- Alternative 0 is the most inefficient option versus cost avoidance and does not meet business needs.
- *Although alternative 2 appears to have a much higher operating cost than the status quo, when considering cost avoidance**, Alternative 2 remains the preferred and recommended choice.

Appendix E - Rough Order of Magnitude Project Plan – Alternative 2 Implementation

ID		WBS	Task Name	Start	Finish	Labor Cost \$50/hr	Contracting	Recurring cost after year 1
1			1 Inter-forest Trust and External Cloud	Tue 11/12/13	Fri 6/26/15			
2		1.1	WFIT authority to proceed	Tue 11/12/13	Fri 1/31/14	0		
3		1.2	Planning	Mon 2/3/14	Mon 4/7/14			
4		1.2.1	Complete the charter	Mon 2/3/14	Mon 2/24/14	80 hrs.		
5		1.2.2	Commit resources to complete this project	Tue 2/25/14	Mon 4/7/14	80 hrs.		
6		1.2.3	Funding for External Cloud between organizaitons	Tue 2/25/14	Wed 3/26/14	16 hrs.		
7		1.2.4	Communicate status to leadership, stakeholders	Mon 2/3/14	Fri 2/21/14	400 hrs.		
8		1.3	Inter-forest Trust	Tue 2/25/14	Thu 5/14/15			
9		1.3.1	Create and obtain approval for the policy for Inter-forest trust between organizations	Tue 2/25/14	Mon 4/28/14	120 hrs.		
10		1.3.2	Update revalidate/approve interconnection agreement between organizations	Tue 4/29/14	Mon 5/5/14	80 hrs.		
11		1.3.3	Develop architecture for Inter-forest Trust	Tue 2/25/14	Wed 7/23/14			
12		1.3.3.1	Security controls	Tue 2/25/14	Mon 4/14/14	520 hrs		100 hrs
13		1.3.3.2	Hardware and software acquisitions and license	Tue 4/15/14	Tue 6/3/14	260 hrs	75K	15K
14		1.3.3.3	Circuits between Dept - Verizon and ATT	Wed 6/4/14	Wed 7/23/14	520 hrs.	70K	70K annually
15		1.3.4	Implement IF Trust	Thu 7/24/14	Wed 7/30/14	80 hrs.		
16		1.3.5	Phase Eliminate redundant infrastructure	Thu 7/31/14	Thu 5/14/15	16000 hrs.		
17		1.3.6	Phase granting access to resources	Thu 7/31/14	Thu 5/14/15	2500 hrs.		
18		1.4	External Cloud	Tue 11/12/13	Thu 2/26/15			
19		1.4.1	Define External Cloud requirements for contract action	Tue 11/12/13	Fri 12/27/13	1980 hrs.		
20		1.4.1.1	Litigation Hold specifications for external cloud use	Tue 11/12/13	Fri 12/27/13			
21		1.4.1.2	Provide specifications for External Cloud services	Tue 11/12/13	Fri 12/6/13			
22		1.4.1.3	Privacy assessment for the cloud	Tue 11/12/13	Tue 11/12/13			
23		1.4.2	Contract activity for External Cloud	Thu 3/27/14	Tue 10/21/14		660K	600K annually
24		1.4.3	Configure Cloud collaboration site	Wed 10/22/14	Wed 12/24/14	1980 hrs		
25		1.4.4	Develop training and rules of engagement	Wed 10/22/14	Wed 12/24/14	1980 hrs		
26		1.4.5	Acceptance testing	Fri 12/26/14	Wed 1/28/15	330 hrs.		
27		1.4.6	Enroll users	Thu 1/29/15	Thu 2/26/15	660 hrs.		
28		1.5	Project Closure	Fri 5/15/15	Fri 6/26/15			

Appendix F - Rough Order of Magnitude Project Cost Summary – Alternative 2 Implementation

This cost estimate for implementation of Alternative 2 is at a Rough Order of Magnitude (ROM) level.

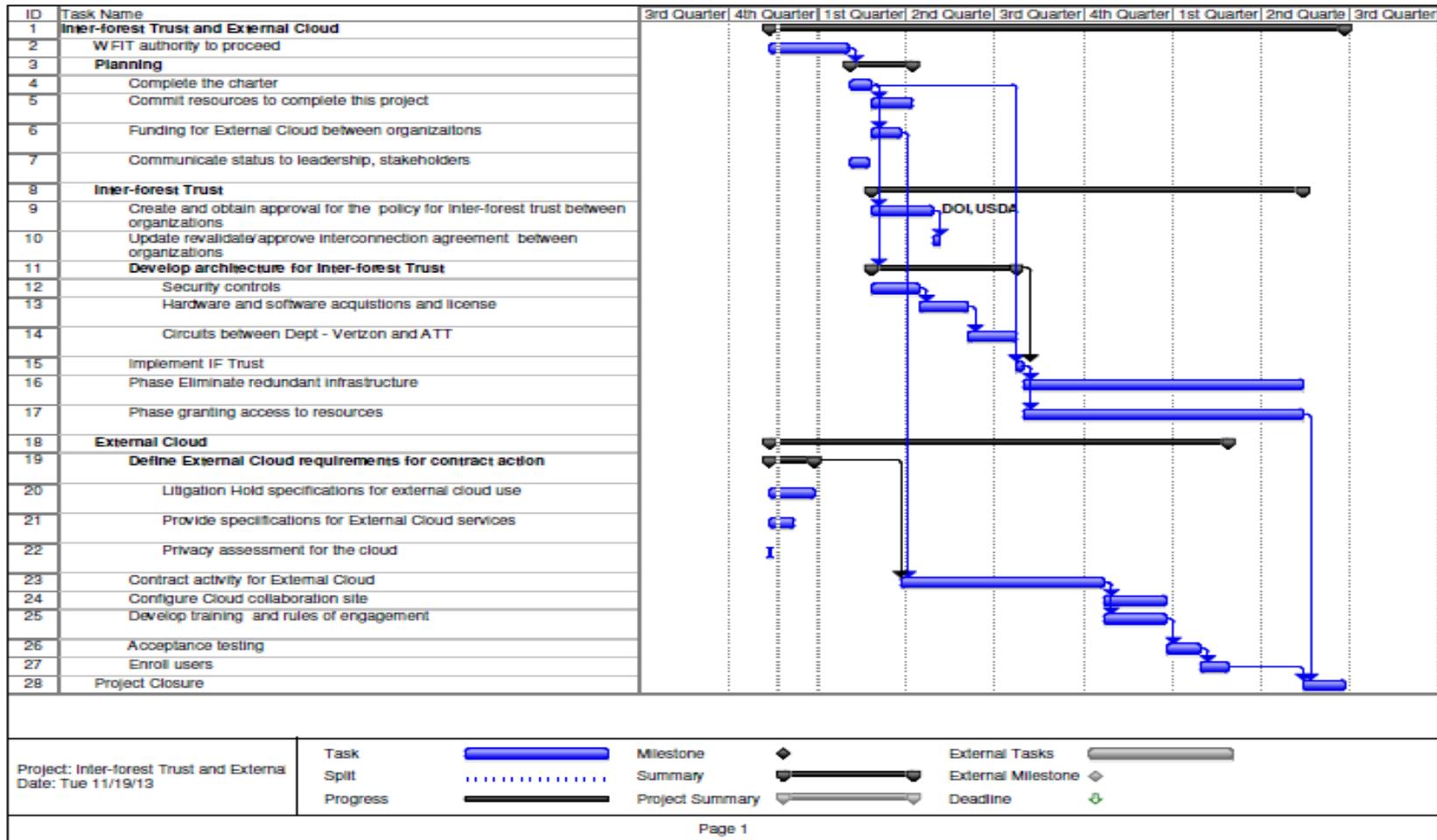
The project team developed the above project plan as a rough estimate of the time and effort needed to implement Alternative 2. The plan consists of 3 general phases: Planning, Developing and implementing the Inter-Forest Trust, and implementing the cloud solution for collaboration with external partners. The IF trust and Cloud solutions are developed in parallel once the planning milestones are met.

INVESTMENT COSTS - The estimated total cost to implement this project, and provide capability for one year is \$2.105M. This cost includes a labor component to implement the project, and contract cost to purchase and implement required equipment, software, cloud services, training, etc. Labor was calculated in hours for each high level project task, and multiplied by a GS-12 step 5 fully burdened salary rate of \$50 per hour.

ON-GOING COSTS (Annual) - The project team also estimated annual recurring contract costs only after the first year at \$690K. NO costs were estimated for recurring labor, because the project team believes that these costs actually represent a savings in labor, and also a savings in cost to refresh and maintain approximately 5000 redundant endpoints (computers, printers, and their associated switches and cabling).

COST AVOIDANCE - Specific costs for the status quo (Alternative 0) were not estimated, but the relative costs of the status quo were compared to the relative costs of Alternative 2 and show both cost avoidance and cost savings are achievable by implementing alternative 2. The project team that believes that after implementation, this project will likely pay for itself in three to four years. The exact payback period can be calculated once a detailed project plan is developed, and current operating costs are known.

Appendix G – Alternative 2 Project Schedule



The above diagram depicts the estimated project schedule. There is an embedded assumption that critical resources will be made available, and this project will be given appropriate priority of effort. After approval and planning, capability is developed in two parallel phases. The estimated date for initial capability of the IF Trust is July 2014, where users and resources can begin to migrate to the common infrastructure. Planned completion of this phase is May of 2015. Capability to deliver collaboration with external partner is initially available in January 2015 and completed by March of 2015. This date takes into account allowances for fire season.