

**ICBS Re-engineering**  
**Project**

**Project Charter**

*March 5, 2003*

# Table of Contents

<u>1</u>	<u>Project Overview.....</u>	<u>3</u>
1.1	Identification.....	3
1.2	Purpose / Business Need.....	3
1.3	Project Background.....	4
1.4	Project Scope .....	5
1.5	Sponsorship and Ownership .....	9
1.6	References.....	10
1.7	Terminology.....	11
<u>2</u>	<u>Project Approach Section.....</u>	<u>14</u>
2.1	Project Deliverables.....	14
2.2	Quality Objectives .....	14
2.3	Organization and Responsibilities .....	15
2.4	Reporting, Oversight, and Review.....	18
2.5	Dependencies .....	22
2.6	Plans for Support Activities.....	23
2.7	Project Facilities and Resources .....	23
2.8	Risk Management .....	23
2.9	Process Options and Deviations.....	24
2.10	Project Phases .....	24
2.11	Project Control.....	30
2.12	Quality Control Activities.....	30
2.13	Communications .....	31
2.14	Security .....	31
2.15	Acquisition Strategy.....	32
2.16	Project Schedule.....	33
2.17	Project Effort Estimate.....	34
2.18	Project Cost Estimate.....	35
2.19	Estimated Budget Requirements (by FY).....	35
<u>3.</u>	<u>Approval Section</u>	<u>36</u>
	Appendix A – Letter From Cache Community Leadership on Project Approach.....	37

# 1 Project Overview

## 1.1 Identification

This project is to be known as the ICBS Re-engineering Project.

The name of the system to be re-engineered is ICBS (Interagency Cache Business System).

The name of the project team is the ICBS Re-engineering Project Team.

## 1.2 Purpose / Business Need

The USDA Forest Service and the DOI Bureau of Land Management are conducting this project in partnership with the National Interagency Support Caches (NISC). The NISC is a sub-group of the National Wildfire Coordinating Group's (NWCG) Fire Equipment Working Team (FEWT) National Fire Equipment System (NFES) Committee.

The national cache system is comprised of eleven national caches hosted by the Forest Service and Bureau of Land Management, and a larger number of smaller local caches hosted by various federal and state wildland agencies. Two national caches have associated sub caches or satellite caches that handle a unique type of inventory or cover sub-geographic areas (see Section 1.4.1 Implementation Scope). The eleven national caches represent the primary ICBS user community. The local caches represent a secondary user community that generally has not had the opportunity to use ICBS.

Completing an ICBS Re-engineering Project will lead to improved agency-reporting requirements of cache inventory levels and usage; better inventory accuracy and information sharing for sound decision-making; the elimination of many manual cache inventory and reporting processes currently in place; and improved efficiency in delivering supplies to cache customers. This efficiency will directly contribute to improved management of large wildland fire costs.

- One purpose for this project is to re-engineer the ICBS application to utilize a system architecture that will allow the use of ICBS not only by National Caches, but also by Local Caches. This will satisfy a desire by the business community to provide a consistent approach to all automated cache systems nationwide.

It will provide the capability for National Cache personnel to view the inventories of other National Caches and Local Caches within their support area, and to place orders electronically with these caches. It will provide an application that meets the needs of Local Caches, which currently use a variety of manual and homegrown automated systems. Finally, this enhanced system capability will help cache personnel meet USDA Office of Inspector General (USDA OIG) recommendations for fully utilizing and reporting all interagency support cache (i.e. National and Local Cache) inventories.<sup>1</sup>

---

<sup>1</sup> Available upon request from Project.

- A second purpose for the project is to complete several needs of the National Cache business community: unfulfilled ICBS change management requests; BLM stores account reporting; Great Basin Cache labeling; various collection and billing systems<sup>2</sup>; Publication Management System (PMS) catalog items; Remote Automated Weather System (RAWS) catalog items; National Incident Radio Support Cache (NIRSC) catalog items; Smokey Bear catalog items; etc.
- A third purpose for the project is to eliminate the redundant processes that exist in ICBS and the Resource Ordering and Status System (ROSS). Until ICBS is re-engineered, cache and dispatch personnel will be required to enter identical data (e.g. resource order and requests, order confirmation, and shipping information) into the two applications. This redundancy represents a significant bottleneck in the resource ordering process with great potential for data entry mistakes.

### **1.3 Project Background**

The first two wide scale national cache inventory automation efforts were the BLM Warehouse Inventory System (WIS) and the Forest Service Cache Inventory System (CIS). The next product, developed in the early 1990's, was an interagency system called the National Automated Cache System (NACS). NACS was replaced in 1999 by ICBS, which is in use today. Ten of the eleven National Caches and two Local Caches use ICBS. The Alaska Interagency Support Cache (a National Cache) uses InPro Trac (a modification of a commercial application called PICK) for its inventory management.

ICBS is an Oracle® based application and is installed on a server at the client site (i.e. the cache or host agency office). Local agency IRM personnel provide first-level system support for ICBS. The Forest Service Fire Applications Support Desk provides second-level system support and ICBS user support. A change management board, consisting of cache personnel, evaluates and prioritizes ICBS change requests and provides this information to National Information Systems Team (NIST) of the Forest Service Fire and Aviation Information Systems Group for consideration and implementation.

ICBS is deployed on multiple servers throughout the country, resulting in twelve separate instances of ICBS currently in use. This has complicated version control, standardization issues, data integrity and reporting.

System and agency infrastructure issues pose barriers to using the current decentralized arrangement as a true national inventory system. These barriers have resulted in several noteworthy problems:

- Movement of supplies from cache to cache is less cost effective.
- The National Cache Coordinator position, which is activated during higher preparedness levels to direct the movement of critical supplies, must rely on a combination of ICBS queries, phone calls and manual reports to perform the job.
- Critical item reports are often inaccurate.

---

<sup>2</sup> For example: BLM Collection and Billing System (CBS), Forest Service Pontius, etc.

- Fire Loss Reporting and inventory reporting, directed by the USDA OIG to the Forest Service, are cumbersome and inaccurate processes.

## **1.4 Project Scope**

The overall scope of this project is to:

1. Re-engineer the existing ICBS application into one that:
  - 1.1. Will allow the use of ICBS by National, Local, and Remote (temporary) Caches, thereby providing the business community with a consistent approach to automating cache systems nationwide.<sup>3</sup>
  - 1.2. Provides the capability for National Cache personnel to view the inventories of other National Caches and Local and Remote Caches within their support area, and to place resource requests electronically with these caches through ROSS.
  - 1.3. Satisfies the ICBS change management items as validated and prioritized by the ICBS Change Management Board during the ICBS Re-engineering Project inception phase.
  - 1.4. Utilizes a system architecture that conforms to established agency or federal enterprise architecture, and contributes to a standard NWCG enterprise architecture.
  - 1.5. Utilizes and contributes to established NWCG data standards.
  - 1.6. Meets USDA OIG recommended requirements for inventory utilization, inventory reporting and fire loss reporting.
2. Develop (or update) existing training materials and courseware for users, system administrators and support personnel.
3. Assure that long-term training, support, and processes are implemented which meet the user community's needs and provide for successful application and system operation.
4. Meet the following requirements from the business community:
  - 4.1. The project team shall substantiate and update the existing ICBS analysis and design.
  - 4.2. The design / functionality of the user interface shall be as good as, or better than exists in the version of the ICBS application in use at the time this Charter is approved.
  - 4.3. The business community agrees on any significant alterations to the existing ICBS screens, processes and application functionality.

---

<sup>3</sup> The project assumes that state and local governments may not be required to implement re-engineered ICBS application, however their caches will be included in the business requirements validation process so that the resulting product will have a higher likelihood of meeting the needs of all Local Caches.

- 4.4. The re-engineered system shall be deployed using a system architecture that allows it to be used on any computer in use by National or Local Caches<sup>4</sup>.
- 4.5. The re-engineered system shall be deployed using a system architecture that exchanges, or shares data with ROSS.
- 4.6. The re-engineered system shall consolidate functionality between the existing ICBS and ROSS applications in order to reduce / eliminate redundant business processes and data entry.
- 4.7. The application shall provide the capability for finance, accounting, and property management data to be shared with external systems. Since the requirements for interacting with these systems are largely unknown at the time of this writing, cost and resource estimates will be developed for consideration during the project inception phase.
- 4.8. The system design shall include the added functionality and features implemented by the BLM for the Great Basin Interagency Support Cache in the current ICBS application.
- 4.9. The functionality and features of the InPro Trac system currently used by the Alaska Interagency Support Cache shall be validated and documented by the project team. The BLM Information and Technology Investment Board (ITIB) and management shall review and approve the results of the validation for inclusion in the system design. Since the impact on scope is largely unknown at the time of this writing, cost, resource and schedule estimates will be developed for consideration by NWCG during the project inception phase, and any additional funding requirements identified.
- 4.10. The system design shall include provisions for use of external input devices such as barcode readers, light pencils, smartcard, and other types of technologies.
- 4.11. The functionality and features of the Great Basin Interagency Support Cache (e.g. PMS, RAWS, NIRSC, smokejumper, etc.) and the Northeast Support Cache's Smokey Bear Program shall be validated and documented by the project team.
- 4.12. Implementation timing of the re-engineered system at National and Local Caches shall be coordinated by the business community to minimize the impact on cache operations.

#### **1.4.1 Implementation Scope**

The target user community for the re-engineered application includes:

---

<sup>4</sup> Applies only to computers using the Microsoft Windows Operating System.

- a. Eleven National Caches (including sub- and satellite caches):
- Alaska Incident Support Cache (hosted by the BLM)
  - Great Basin Area Incident Support Cache (hosted by the BLM)
  - Eastern Area Incident Support Cache (hosted by the Forest Service)
  - Northern Rockies Area Incident Support Cache (hosted by the Forest Service)
  - Rocky Mountain Area Incident Support Cache (hosted by the Forest Service)
  - Southwest Area Prescott Incident Support Cache (hosted by the Forest Service)
  - Southwest Area Silver City Incident Support Cache (hosted by the Forest Service)
  - Southern Area Incident Support Cache (hosted by the Forest Service)
  - Southern California Incident Support Cache (hosted by the Forest Service)
  - Northern California Incident Support Cache (hosted by the Forest Service)
  - Northwest Area Incident Support Cache (hosted by the Forest Service)

b. Local Caches:

Local Caches provide direct support to more than one agency and generally cover more than a single administrative management unit. Boundaries are determined by the cooperating agencies and agreements (reference: NFES-National Interagency Support Cache Management Plan – May 16, 1994). These caches typically support extended action/attack activities on multiple incidents.

To help pave the way for the initiation of this project, cache personnel developed a “Local Area Interagency Support Cache Questionnaire” to help define the Local Cache business community. The NWCG Fire Equipment Working Team and the National Cache Managers circulated this questionnaire, and twenty Local Caches completed it. The resulting report<sup>7</sup> reveals some preliminary information on the makeup of this business community:

- Host agencies represented by Local Cache questionnaire respondents include: USDA Forest Service, Bureau of Land Management, Fish and Wildlife Service, Alaska Division of Forestry, Idaho Department of Lands and Montana Department of Natural Resources.
- Customers of the responding caches included five of the federal NWCG member agencies: USDA Forest Service, Bureau of Land Management, Fish and Wildlife Service, National Park Service, Bureau of Indian Affairs. Other customers included: tribal, state, municipal, volunteer and “other” organizations.

---

<sup>7</sup> “ICBS Re-engineering Project Local Area Interagency Fire Cache Report” – March 27, 2002

- Cache business applications currently used by responding caches include ICBS, Cache Tracker, WRAP and “other databases.” Manual record collection and storage is also very prevalent in the responding Local Caches.

Further study by the project team is necessary to identify the number and location of Local Caches within the NWCG agencies so that implementation scope can be developed.

c. Remote Caches:

Another type of cache, not defined in the current NFES-National Interagency Support Cache Management Plan, is the Remote Cache. A Remote Cache is established on a temporary basis by a National Cache to meet extraordinary supply logistics needs. As an extension of a National Cache, a remote cache’s oversight is provided by the servicing National Cache.

Remote Caches are typically set up in a leased warehouse, often without access to an agency office’s local area network (LAN). Historically, fewer than five remote caches have been established during any calendar year.

### 1.4.2 Project Objectives

The overall objective of the ICBS Re-engineering Project is to produce a cache business application that is used by National Caches, Local Caches and Remote Caches to perform incident support and inventory management functions within existing policies and guidelines.

Specific project objectives to be accomplished within the project timeline include:

- The currently implemented business processes (implemented in ICBS and InPro Trac) shall be validated, updated and documented.
- Policies and procedures to support the business requirements are validated / defined, approved, and supported by the re-engineered system.
- Agency policies regarding inventory control and reporting, fiscal accountability and reporting, property tracking, are documented and supported by the re-engineered system (including USDA OIG recommendations).
- The cache business requirements are analyzed in the context of dispatch business requirements to ensure that the functions of ICBS and ROSS, when integrated, will meet the requirements of both user communities.
- Software, databases, interfaces and required documentation are developed consistent with the approved design.
- Software is deployed across all user business units defined in the implementation scope section of this Charter. Training in the new system and process is made available to all target users.
- Helpdesk is established and in operation to support ICBS users.
- Service Level Agreement is in place for ongoing maintenance and support.
- Project documents are finalized and filed per pertinent guidelines.
- Establish data stewardship



### **1.4.3 Outstanding Issues**

- Business Requirements Analysis Validation:

While the importance of adequate business requirements analysis to the subsequent project phases is recognized, the reasons for conducting a business requirements validation, rather than a completely new analysis are:

- National Cache business has not undergone significant changes since the original ICBS analysis and design were completed (from 1992 to 1996) (ref: “Cache Operations Analysis Model” – September 9, 1993 [NISC]).
- A very structured ICBS Change Request process, including a Change Request Board consisting of cache business community members, has resulted in well-documented change management items related to the existing ICBS application.
- The cache business community desires to substantiate and update the existing ICBS analysis and design rather than begin an entirely new cache business analysis (ref: “Interagency Cache Business System [ICBS]/Resource Ordering and Status System [ROSS] Integration” – Alice Forbes, July 12, 2002, Appendix A).

Additional business requirements analyses will be necessary to determine the needs of the Alaska Incident Support Cache, Local Caches and Remote Caches as described above (see Section 1.4 Project Scope).

If additional business requirements, shortcomings of the existing ICBS application or new and innovative methods to streamline current processes are discovered during the Inception / Elaboration phases of the project, these will be documented and included in the refined project estimates for project sponsor consideration.

- Government Business Initiatives:

Several federal and state departments/agencies are pursuing various business initiatives that could have a positive or negative effect on this project (e.g. E-gov, competitive sourcing, supply chain logistics, incident business, etc.). The Business Lead and Project Manager will become informed these initiatives and determine what relationships, if any, exist between this project and such initiatives. This will help mitigate potential risks to the project.

## **1.5 Sponsorship and Ownership**

The ICBS Re-engineering Project is chartered by the National Wildfire Coordinating Group (NWCG). This group will provide executive oversight; assure adequate project staffing and funding; and assure access to working teams and agency technical expertise.

The USDA Forest Service is designated as the managing partner agency, and will be the primary funding agency. Other agencies may contribute funding, personnel and other resources during the course of the project.

An interagency steering group comprised of members of FEWT, NFES, IRMWT, NISC, represents the business and IRM community for resolution of issues and serves as an advisory group to the project Business Lead. The steering group reports to IRMWT and FEWT. Scope, schedule and funding issues that cannot be resolved by the steering group will be presented to the working teams for a collaborative solution. The steering group represents the project to the project sponsors and stakeholder community.

## **1.6 References**

The following references provide background information on ICBS, Forest Service inventory management direction, ROSS and project management; and are available upon request from the project.

- “NFES-National Interagency Support Cache Annual Report” – Linda Bass, January 2002
- “2000 Fire Loss/Use Incident Review” – Doug Benton, January 2002
- “Forest Service Manual, 5100 Fire Management, Amendment No. 5100-98-8, Chapter 5160 Fire Management Equipment and Supplies” - Effective November 10, 1998
- “A Discussion of the Concept of Operations For the Interface Between the National Interagency Resource Order and Status System (ROSS) and the National Interagency Cache Business System (ICBS)” – Judy Crosby, July 30, 1999
- “ROSS System Interfaces” – ROSS Team, March 30, 1999
- “National Interagency Cache Business System (ICBS) Engineering Study (Revision 1)” – Lockheed Martin Services, Inc., August 25, 2000
- “National Interagency Resource Ordering and Status Project, Interface Plan and Agreement, Interagency Cache Business System” – February 4, 2000
- Letter to Ed Plapp, National Cache Chair (Answers to Cache Managers’ questions on ICBS and ROSS) – Jon Skeels and Neal Hitchcock, April 9, 2000
- “System Analysis, Radio Frequency/Automatic Data Collection (RF-ADC) System to Interface With Interagency Cache Business System (ICBS)” – ASAP, Inc. July 16, 1999
- “Forest Service Manual, 6609.13 Application Developer’s Handbook”- Effective January 18, 2000
- “A Guide to the Project Management Body of Knowledge (PMBOK Guide)” – Project Management Institute, 2002
- “Cache Operations Analysis Model” – September 9, 1993 (NISC)
- “ICBS Design” document – June 16, 1997 (NIST)
- “Interagency Cache Business System Training Guide, Version 1.7” - July, 2001
- “Interagency Cache Business System (ICBS)/Resource Ordering and Status System (ROSS) Integration” letter – Alice Forbes, July 12, 2001

- ROSS System Interface Diagram – January 21, 1999.
- “NFES-National Interagency Support Cache Management Plan” – (signed by) Mary Jo Lavin and Alan Dunton, April, 1994
- “Results/Agreements of 2/10/2000 ROSS/ICBS Meeting” letter – Jon Skeels, March 7, 2000
- “Audit Report No. 08801-13-At, Forest Service National Fire Cache System Evaluation Report March 2000, Forest Service Review Comments”, May 12, 2000
- “Interagency Cache Business System (ICBS) Local Cache Implementation” letter – Mike Funston, June 25, 2001.
- “Interagency Cache Business System (ICBS) FY2002 Project Plan”
- “ICBS Change Request Review” – April 19, 2001
- “Interagency Cache Business Systems (ICBS) Change Request Review – ICBS Development Team, August 29, 2001”
- “Change Request Report” – ICBS Development Team, November 8, 2002 (FS Web)
- “A Chronology of Meetings, Correspondence and Decisions pertinent to the ICBS Re-engineering Project” – compiled by Andy Gray January 24, 2003

## **1.7 Terminology**

### **ICBS**

Interagency Cache Business System – the current national cache business application, first implemented in 1999. ICBS is an Oracle®-based application and is installed on a server at each client site (i.e. the cache or host agency office). The Forest Service National Information Systems Team at NIFC currently maintains the ICBS application, however ongoing development of ICBS has been mostly on hold pending a decision on a project to re-engineer it. ICBS is in use at ten of the eleven NFES-national caches (including two “satellite” cache locations and excluding Alaska), and at two local area interagency support caches.

### **IRB**

The Forest Service Information Resources Board administers the Department of Agriculture’s capital planning and investment control (CPIC) process within the agency.

### **ITIB**

The Bureau of Land Management’s Information Technology Investment Board which is equivalent to the Forest Service IRB.

### **NACS**

National Automated Cache System. This Oracle-based cache inventory system was developed and implemented in the early 1990’s and was the precursor application to ICBS.

**NFES**

National Fire Equipment System. Part of the NWCG Fire Equipment Working Team, was created to provide standards for fire supplies and equipment and an organized method for stocking and ordering those items. The NFES includes the nation-wide network of interagency support caches (National Caches and Local Caches).

**NIST**

National Information Systems Team. Forest Service national Fire and Aviation Management group at NIFC that develops and maintains applications.

**NSDU**

National Systems Development Unit. National group that develops and maintains fire and aviation applications for the Bureau of Land Management.

**PICK/InPro Trac**

The Production Inventory Control (PICK) application is an online computing environment that allows many users to share a computer and a database. It is a generalized database management language and system that can run on multiple platforms (Unix, Aix and Windows). InPro Trac (used in Alaska) is an in-house supported application written in PICK BASIC programming language and supports bar-coding technology (Radio Frequency Input – RFI) in its receiving, issues, returns, and inventory functions. It includes BLM stores reporting. It may be enhanced to incorporate a Graphic User Interface (GUI).

**ROSS**

Resource Ordering and Status System. An NWCG-sponsored project to automate the resource ordering and status functions of the wildland interagency dispatch community; currently being rolled out nationwide. ROSS is available for cache personnel to use to process resource orders for supplies and other categories of resources.

**SME**

Subject Matter Expert. A business community representative with an extensive knowledge of business processes who serves as an advisor, technical specialist and tester during application development.

**Sub Cache**

A division in a National Cache to provide a logical separation between cache functional areas (e.g. NIRSC, RAWS, Smokey Bear, refurbishment, etc.).

**Satellite Cache**

A cache that is associated with a National Cache but is independently staffed and managed and serves a segment of the designated Geographic Area. Information management is integrated with the supporting National Cache.

**USDA OIG**

US Department of Agriculture Office of the Inspector General. Performs audits and investigations of the Department's programs and operations; and works with the Department's management team in activities that promote economy, efficiency, and effectiveness or that prevent and detect fraud and abuse in programs and operations.

**USDOJ OIG**

US Department of the Interior Office of the Inspector General. Performs audits and investigations of the Department's programs and operations; and works with the Department's management team in activities that promote economy, efficiency, and effectiveness or that prevent and detect fraud and abuse in programs and operations.

**WBS**

Work Breakdown Structure. A deliverables-oriented grouping of project elements that organizes and defines the total work scope of the project. A project's WBS can be displayed various ways (e.g. Gantt chart, Pert chart, network diagram, etc.) to track project tasks and to determine overall project status.

## **2 Project Approach Section**

### **2.1 Project Deliverables**

Primary deliverables of the project will include:

1. System software and infrastructure that meets documented business community requirements within the scope of the project.
2. Revised system requirements and design documentation.
3. User guides for each of the application components.
4. System documentation for all application components.
5. Training courseware.
6. Training courses for current users of the ICBS system.
7. Data migration processes, stewardship assignments and guides.
8. Service level agreement for future system maintenance and technical support.

Specific deliverables are described in section 2.9 (Project Phases).

### **2.2 Quality Objectives**

The overall objective is to deliver the highest quality possible within the constraints of the approved project resources and timeline. Quality of the products and deliverables will be maintained through rigorous reviews and testing. Reviews and testing of software and hardware will be conducted using the most appropriate mix of technical and business subject matter expertise.

All applicable standards, guidelines and principles approved by the NWCG at the time of initiation of the Construction Phase will be met.

## 2.3 Organization and Responsibilities

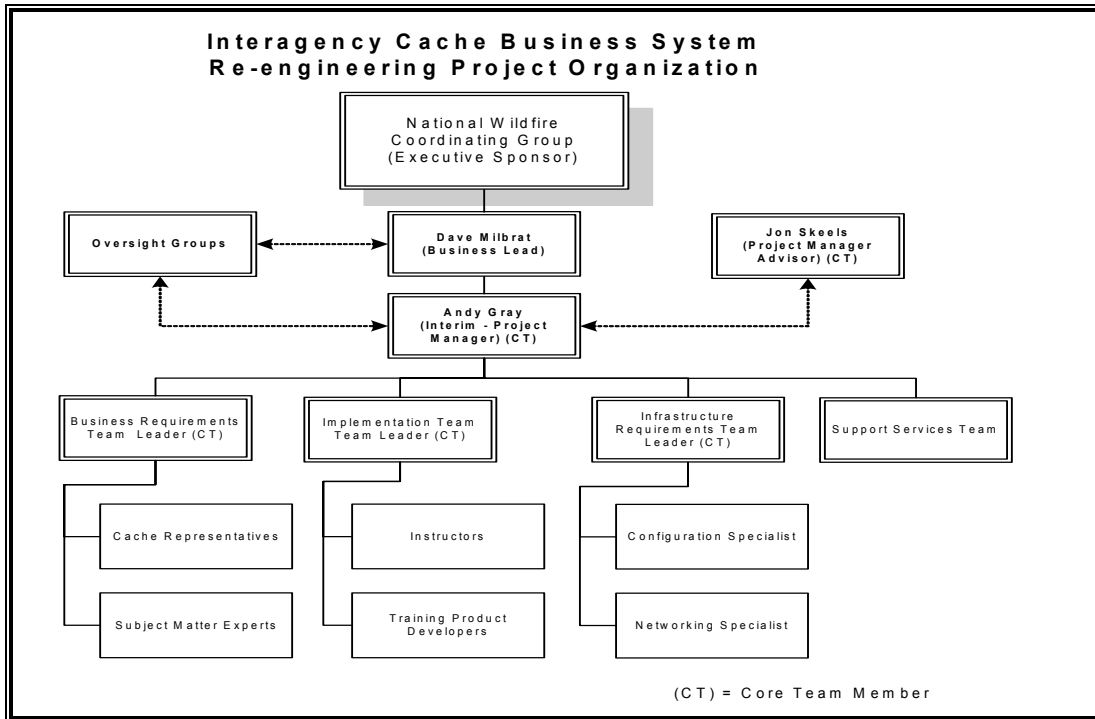


Figure 2-1 - Project Team Organization

### Executive Sponsors

National Wildfire Coordinating Group members are the executive sponsors of this project and are responsible to:

- Provide executive oversight.
- Provide project funding and resources.
- Provide approvals and signatory authority.
- Review and approve all project deliverables.
- Remain informed of project status and related issues.
- Provide administrative and management support for the project.
- Ensure accessibility to and support from relevant advisors, e.g. the NWCG Project Management Office (IRM-PMO), NWCG Information Resource Management Working Team (IRMWT), Fire Equipment Working Team (FEWT) and other NWCG Working Teams.

### Business Lead – Dave Milbrat

A representative of the business community external to the project team responsible to:

- Provide direction to the project from the business community.
- Provide project progress reports and feedback to business community.

- Represent the project as spokesperson to the NWCG, business community, and other interested parties.
- Under the guidance of FEWT, organizes the ICBS Re-engineering Steering Group.
- Facilitates business issue resolution between the project and the business community.
- Provide PM performance assessment to the PM supervisor of record.

### **Project Manager– Andy Gray (Interim)**

A Member of the Project Core Team responsible to:

- Lead the Project Core Team under the direction of the Project Business Lead.
- 
- Ensure that the project is completed on time and on budget.
- Ensure Technical Approvals USDA Office of the Chief Information Officer (OCIO) waivers are completed and approved, and Managing Partner Agency OMB reporting requirements are met in a timely manner.
- Prepare project budgets and ensure project funding is in place.
- Control and report on project activities (Scheduling, Cost Estimating and Tracking).
- Develop and implement project Staffing Plan.
- Develop a Contracts and Acquisition Strategy.
- Serve as Contracting Officer’s Technical Representative (COTR).
- Manage communications and documents.
- Develop and implement project Risk Management Plan.
- Serve as key point person for communication with contracted and support services staff.
- Serve as key point person for communication and collaboration with other NWCG projects.

### **Project Manager Advisor – Jon Skeels**

The Project Manager Advisor will provide oversight and advice to the Project Manager for project execution.

### **Business Requirements Team Leader**

A member of the Project Core Team responsible to:

- Lead the Business Requirements Team under the direction of the Project Manager.
- Report project business issues to Project Manager.
- Review, interpret and refine documented Business Requirements.



- Assure that appropriate and proper field-testing is conducted for the application in accordance with policy.
- Implement standards, draft guidelines, and recommend policy.
- Work with the DAWG to initiate development of NWCG data standards.

### **Implementation Team Leader**

A member of the Project Core Team responsible to:

- Lead the Implementation Team under the direction of the Project Manager.
- Working with the target user community, assess training needs, timing, materials and methods that will best accomplish successful implementation of the re-engineered ICBS product
- Develop Implementation Plan for rolling out the re-engineered ICBS product
- In cooperation with the primary development contractor, design and develop training materials for ICBS users
- Lead and coordinate the nation-wide training of the re-engineered ICBS application
- Recommend a training approach (i.e. personnel, materials, timing, methods, etc.) for post-project ICBS training

### **Infrastructure Team Leader**

A member of the Project Core Team responsible to:

Lead the Infrastructure Team under the direction of the Project Manager

- Report infrastructure issues to the Project Manager.
- Work with the user community and technical specialists to assess infrastructure issues and needs that will best accomplish successful implementation of the re-engineered ICBS application.
- Work with agency IRM specialists and the IRM-PMO to identify network issues and recommend standards for use by the cache business community for use of the re-engineered ICBS application.

### **Project Core Team**

Members include Project Manager, Project Manager Advisor, Infrastructure Team Leader, Business Requirements Team Leader, Implementation Team Leader, Administrative Officer and representatives from sponsoring agencies. This team is responsible to:

- Develop Project Charter and submit for approval.
- Develop and advocate the project's business case.
- Coordinate with technical support groups and advisors.
- Define requirements for the re-engineered application.

- Test resulting application components to ensure they conform to business and system requirements.
- Train users.
- Present project information to peers, associates and managers.
- Successfully produce the project deliverables on time and on budget to quality specifications.

### **Technical Advisors**

Project advisors serve the Project Core Team providing periodic input on specialty subjects. Members may include:

- The NWCG IRM Program Management Office (IRM-PMO) will coordinate with the project team in order to develop and comply with NWCG IRM standards.
- The NWCG IRM Working Team will provide oversight for information resource management and compliance with enterprise architectures for NWCG and, in collaboration with FEWT, will review and approve project deliverables, and provide recommendations to NWCG.
- Liaisons from the Cache Community may serve as advisors to the Project Team, providing input for consideration of interfaces, shared data/resources and to coordinate planning.
- Subject Matter Experts from the Cache Community may be called upon periodically throughout the project.
- Liaisons and/or Subject Matter Experts from the Fire Business Management Community may be called upon periodically throughout the project.

### **Support Services Team**

These persons or units provide administrative support to the project as needed and may include:

- Contracting Officer
- Administrative Officer
- Technical Writer
- Personnel Specialist

## **2.4 Reporting, Oversight, & Review**

Quarterly reports, as required by CPIC, will be shared with NWCG and other interested parties. Requests for additional reporting will be reviewed by the Steering Committee.

The following tables depict oversight and review relationships:

	<b>Relationship to Project</b>				
	<b>Sets Policy</b>	<b>Provides Direction /Standards</b>	<b>Approves Project Phases</b>	<b>Provides Review and Feedback</b>	<b>Provides Technical Assistance</b>
<b>Project Stakeholders:</b> have the responsibility to establish policy that affects the project; direct or review the team’s work; provide feedback; and may participate in project decision-making; and/or approve recommended alternatives					
<b>Office of Management and Budget (OMB)</b>	X	X			
<b>Departmental Management (USDA, USDO)</b>	X			X	X
<b>Departmental Oversight organizations (USDA Office of Inspector General - OIG, USDO - OIG)</b>	X			X	X
<b>Managing Partner Agency (USDA Forest Service Fire &amp; Aviation Management)</b>	X	X	X	X	X
<b>Managing Partner Agency Information Resources Board (IRB)</b>	X	X		X	
<b>Wildland Fire Agency Management (BLM, FWS, NPS, BIA, State Agencies)</b>	X	X	X	X	X
<b>Wildland Fire Agency IRM (FS, BLM, FWS, NPS, BIA, State Agencies)</b>	X			X	X
<b>National Wildfire Coordinating Group (NWCG)</b>		X	X	X	
<b>ICBS Re-engineering Steering Group</b>		X		X	X
<b>Information Resources Management (IRM) Working Team</b>		X	X	X	X
<b>Program Management Office (PMO)</b>				X	X
<b>Fire Equipment Working Team (FEWT)</b>			X	X	X
<b>National Cache Managers</b>		X		X	X
<b>Technical teams which support cache applications (e.g. NIST, NSDU and Alaska Fire Service Technical Division)</b>					X
<b>ROSS Project Team</b>					X

Table 1 - Project Stakeholders

	<b>Relationship to Product</b>		
<b>Product Stakeholders:</b> may influence the acceptance of the project's deliverables, or simply are customers of the Cache System and will benefit from the successful completion of the ICBS Re-engineering Project	<u>Current (Or Potential)</u> Customer of Cache Products and/or Services	Existing or Future Business Application <u>Will</u> be Affected by Re-engineered ICBS Application	<u>Existing or Future Business Application</u> <u>Might be Affected by Re-engineered ICBS Application</u>
<b>Interagency Cache Community</b>	X	X	X
<b>National/Geographic/State/Local Multi-Agency Coordinating (MAC) Groups</b>	X		
<b>Incident Management Teams (including unified command organizations)</b>	X		
<b>Area Command Teams</b>	X		
<b>Dispatch/Coordination business community (including NICC/GACC/Zone Coordinators and other dispatchers)</b>	X	X	
<b>USDA Bureaus/Agencies</b> Forest Service, Animal Plant and Health Inspection Service (APHIS), Office of Foreign Disaster Assistance (OFDA), etc.	X		X
<b>Other NWCG IT development Projects</b>			X
<b>NWCG Data Administration Working Group (DAWG)</b>		X	X
<b>USDOJ Bureaus/Agencies</b> Bureau of Land Management (BLM), Bureau of Mines (BOM), Bureau of Indian Affairs (BIA), National Park Service (NPS), Fish and Wildlife Service (FWS), Minerals Management System (MMS), Office of Aircraft Services (OAS)	X		X
<b>Publication Management System (PMS)</b>	X		X
<b>Federal Emergency Management Agency (FEMA)</b>	X		X
<b>Dept of Defense (DOD)</b>	X		
<b>Dept of Transportation (DOT)</b>	X		

	Relationship to Product		
	Current ( <u>Or Potential</u> ) Customer of Cache Products and/or Services	Existing or Future Business Application <u>Will</u> be Affected by Re-engineered ICBS Application	<u>Existing or Future Business Application Might be Affected by Re- engineered ICBS Application</u>
<b>Product Stakeholders:</b> may influence the acceptance of the project's deliverables, or simply are customers of the Cache System and will benefit from the successful completion of the ICBS Re-engineering Project			
<b>Federal Bureau of Investigation (FBI)</b>	X		
<b>Bureau of Alcohol, Tobacco and Firearms (BATF)</b>	X		
<b>Dept of Energy (DOE)</b>	X		
<b>National Weather Service (NWS)</b>	X		
<b>Dept of Homeland Security</b>	X		
<b>State, county and city governments</b>	X		
<b>Tribal governments</b>	X		
<b>The Nature Conservancy</b>	X		
<b>International customers</b>	X		

Table 2 - Product Stakeholders

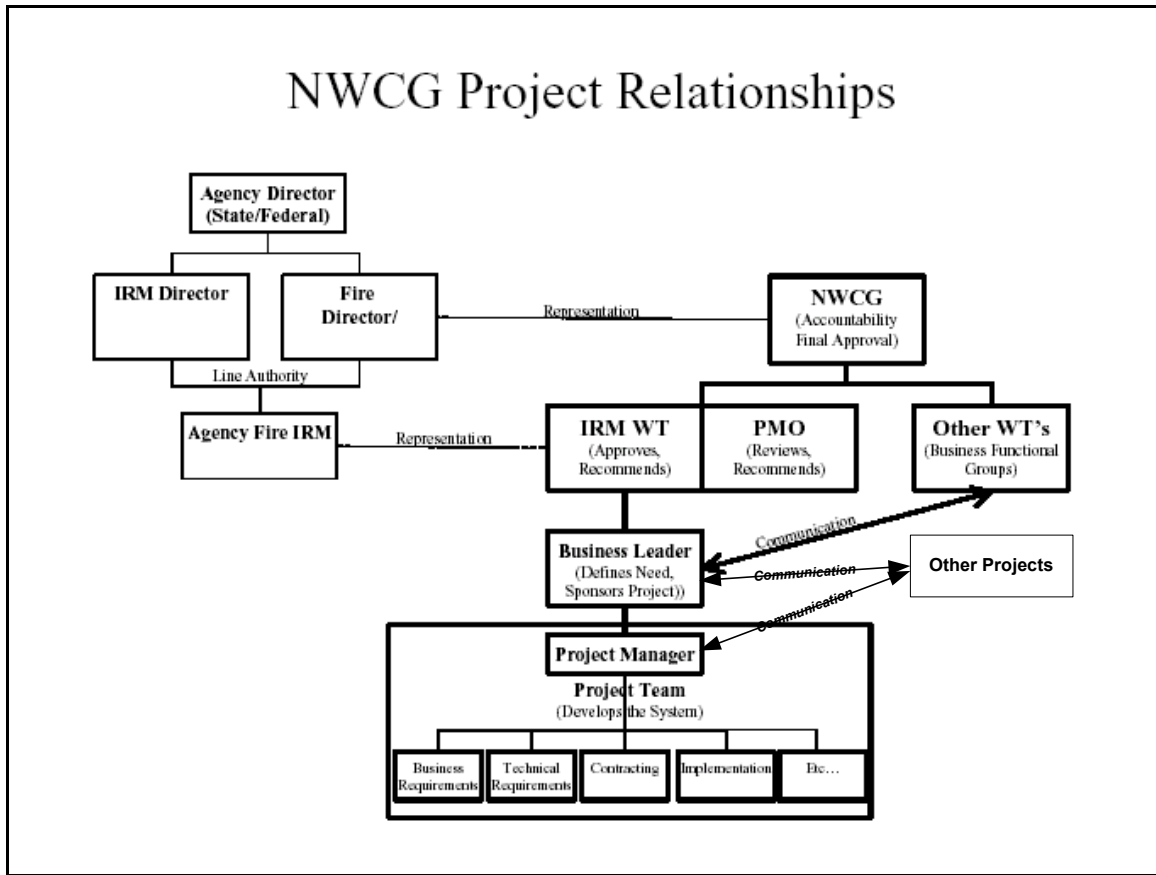


Figure 2-2 - NWCG Project Relationships

## 2.5 Dependencies

The ICBS Re-engineering projects success is dependent on the following items:

- Budget allocations and funding for all fiscal years for which this project is active.
- Provision of required labor as requested from the participating agencies for the duration of the project.
- Availability of USFS NIST ICBS programming staff to interpret current ICBS architecture, design, and coding.
- Availability of BLM NSDU ICBS support staff to provide interpretation of additional capability that they have added to the current ICBS system.
- Availability of BLM personnel at the National Cache in Fairbanks, Alaska to provide interpretation of the capabilities of the InPro Trac system.
- Availability of Business Lead and Business Requirements Team Leader during fire season.

## **2.6 Plans for Support Activities**

A Support Services Team will provide administrative support for the project. The team will be comprised of an Administrative Officer (who is in place and attached to the USFS Fire and Aviation Management Information Systems Project Office), a Contracting Officer (who is in place and attached to the USFS Fire and Aviation Management Information Systems Project Office), and other administrative personnel who provide Human Resource Management and Financial Tracking Support. The costs for this support can be charged directly (meaning on a position by position basis), charged indirectly (meaning an administrative tap to the project), or not charged at all.

## **2.7 Project Facilities and Resources**

The ICBS Re-engineering Project will be coordinated from the USDA Forest Service Fire and Aviation Management Information Systems Project Office located at the Denver Federal Center (Building 20) in Lakewood, Colorado. No additional project facilities will be required. Project Core Team members whose duty stations are in other cities will work from their current work location and utilize agency hardware/software communications equipment where practical. Regular conference calls, virtual conferences and team meetings will be held to foster team communications and project progress.

## **2.8 Risk Management**

A detailed Risk Management Plan will be developed upon approval of this charter and funding. The plan shall be completed as a component of the project plan. Risks identified here are provided without in-depth review, documentation, probability of occurrence, impact on the project or mitigation measures. The following risks have been identified.

- **Funding** – The ability of the project to succeed is directly dependent on receiving the appropriate budget levels as estimated. If financing is limited or interrupted, the project may take longer to complete and involve a higher total cost to the government.
- **Resources** – The availability of resources to complete project tasks directly affects the project budget and schedule. The use of a stable well-staffed project team is preferable to the use of temporary short-term team members.
  - Cache Community representation is critical to the evaluation / update of the ICBS Requirements (Inception / Elaboration Phases) and is critical to the success of the Construction Phase. If participation cannot be secured, additional costs for other labor may be required, and the project schedule may slip.
  - To the extent team members' availability is impacted by fire season workload, project schedule and cost could be negatively impacted.
  - The development of the approved design may require technical expertise of the NIST members responsible for supporting the current ICBS application. If their expertise is not available when needed, there could be

negative project impacts. If the preferred design includes updates to the current ICBS application, the availability of NIST ICBS support staff would be essential.

- During the Transition Phase, and depending on the design, local Information Resource Management (IRM) specialists may be needed to assist with installation, data conversion, troubleshooting, or training.
- Schedule – The project schedule is developed based on both known and estimated tasks and time frames. If budget and/or resources are limited to levels below estimates, the project schedule would be threatened.
- Training - The user community has concerns about the availability of system training. Instructional materials developed for the re-engineered application will need to be maintained throughout the life of the application. The lack of adequate training (training syllabus, updated materials and delivery) poses a risk to the success of the project as the application and business practices evolve.
- Network - Firewalls between and within agencies pose substantial barriers to effective data sharing and system integration in the existing ICBS application as currently deployed. Depending on the selected design, such issues could impact the project.
- Government Initiatives – E-gov initiatives to put agency business on the web so that it is more available to the public, and competitive sourcing initiatives that could lead to “out-sourcing” cache operations have been launched by agencies and departments. If such initiatives lead to wide-scale fire system re-engineering or sourcing, funding could be diverted away from this project.

## **2.9 Process Options and Deviations**

The project will follow an iterative approach using a spiral methodology with three iterations.

## **2.10 Project Phases**

The project will follow an iterative development approach. This approach is a variation of the Rational Unified Process ® (RUP). The project will have six major phases, which are described in the following sections.

### **2.10.1.1 Project Initiation Phase**

The Project Initiation Phase sets the foundation from which the project begins. During this phase the Charter is developed and approved by the managing agency and project sponsors, and the Project Business Case is developed and approved. Subject Matter Experts (SMEs) from the cache community will play a key role in Charter and Business Case development.

Staffing and costs estimates are presented to the Project Sponsor and Managing Agency for approval. Once approved, initial work to recruit key project team members shall be completed to prepare for the initiation of the Inception, Elaboration, and Construction



Phases. A permanent Project Manager is recruited (and selected if possible within agency hiring process constraints) during this phase.

Project Initiation Deliverables:

- Project Charter
- Project Business Case (OMB Exhibit 300)
- Communications Plan
- Agency/Department approvals and funding
- Project Team including authorization to work and accompanying infrastructure
- Detailed Inception Phase Plan

Milestone

This phase is considered complete when the charter is signed, business case is approved, and funding and staffing for the next phase is established.

**2.10.1.2 Project Management Phase**

The Project Management Phase begins at the completion of the Project Initiation Phase. This phase runs concurrently with all remaining phases of the project. This phase executes the tasks required to administer the major project management elements that contribute to the success of a project: Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Project Human Management, Project Communications Management, project Risk Management, and Project Procurement Management.

**2.10.1.3 Inception Phase**

During the inception phase, the team will review and validate the current cache business processes that have been automated through ICBS and InPro Trac, and discover/document business processes that could potentially be included in the re-engineered system. This process will involve identifying / describing use cases. Much of the work completed in this phase will substantiate ICBS deliverables.

In addition, certain aspects of the business case are refined including success criteria, risk assessment, and estimates for resources and funding requirements for future phases. A significant deliverable of this phase is the contract statement of work.

Agency finance, accounting and property management standards will be validated during this phase.

Inception Phase Deliverables

- A vision document: a general vision of the systems requirements, key features, and main constraints
- Initial use-case model
- Initial project glossary (may optionally be partially expressed as a domain model)
- Risk assessment and management plan
- Business model

- Process and Data Model
- Security and Audit Requirements
- Infrastructure Requirements
- Updated Business Case
- Project Requirements Matrix
- Project Plan.
- Acquisition Plan.
- Project Change Management Plan.
- Contract Statement of Work (SOW).
- Detailed Elaboration Phase Plan

#### Milestone

This phase is considered complete after review by the NWCG and Managing Agency of the deliverables, and approval to proceed with the next phase. Approval is signified by provision of planned/requested funding and resources to accomplish the next phase.

#### **2.10.1.4 Elaboration Phase**

During the Elaboration Phase, all final preparations will be made to begin the construction of the re-engineered cache system. Early in this phase, a contractor will be selected that will complete much of work throughout this phase and potentially (depending on performance) the Construction Phase. The goals of this phase are to establish a sound architectural foundation, refine the project plan, and eliminate the highest risk elements of the project. Architectural decisions will be made with an understanding of the whole system: its scope, major functionality and nonfunctional requirements such as performance requirements.

At the end of this phase, the hard "engineering" is considered complete and the project undergoes its most important milestone: the decision on whether or not to commit to the Construction and Transition Phases.

#### Elaboration Phase Deliverables

- Business Requirements Document
- Business Process Diagrams and Narratives
- Logical Models
- Data Dictionary
- NWCG Data Standards Proposals
- Assignment of Data Administration and Stewardship responsibilities
- Software Architecture
- Initial Test Plan
- Updated Business Case.
- Updated Project Plan.
- Detailed Construction Phase Plan

## Milestone

There is no milestone event for this phase as it contributes directly to the Construction Phase.

### **2.10.1.5 Construction Phase**

During the Construction Phase, the software is developed, integrated, and thoroughly tested. This phase overlaps with the Transition Phase.

Construction of the re-engineered system will be iterative in nature and may be executed in parallel. Each iteration will include: application level requirements definition/documentation, preliminary and detailed design, and implementation (code development, and unit and integration testing). These parallel activities can significantly accelerate the availability of deployable releases; they can also increase the complexity of resource management and workflow synchronization.

Each iteration is a complete development loop resulting in a release (internal or external) of an executable product, a subset of the final product under development, which grows incrementally from iteration to iteration to become the final system. Each iteration will include additional functionality and corrections / refinement to functionality released in a previous iteration.

At each iteration's conclusion, any resulting executable code that is determined to be ready for Beta Testing by selected members of the user community will be ported to a user test environment (see Transition Phase). Results of the tests may be required prior to beginning the next construction iteration.

The final outcome of the Construction Phase is a product ready to put in the hands of end-users consisting of: application software, user manuals, and description of the current release.

#### Construction Phase Deliverables

- Application Software
- System and User Manuals
- Data Migration Plan
- Physical Data Model
- Updated Data Dictionary with a crosswalk table to the Logical Data Model
- BETA Test plan and test scenarios\_(Transition Phase)
- Install/de-install procedures
- Release Description
- Updated Business Case.
- Updated Project Plan.
- Detailed Transition Phase Plan

## Reviews

The Construction and Transition Phases overlap in the sense that once an executable product which has matured to the point for Beta Testing, user community representatives shall be involved in the testing and feedback loop. The Construction Phase is considered complete when all development construction is complete, the deliverables have been reviewed, and "Beta-Testing" (actually completed during the Transition Phase) is complete. At this point, the application is considered ready for production deployment.

## Milestone

At the conclusion of all reviews and BETA Testing, the decision will be made to begin deployment of the application. Deployment occurs during the Transition Phase. The Transition Phase will be in progress when the deployment decision is made.

### **2.10.1.6 Transition Phase**

The purpose of the Transition Phase is initially deploying the software to the user community. This phase overlaps with the Construction Phase. Once the product has been given to the end user, issues may arise that require new releases, corrections of problems, or to finish features that were postponed during the Construction Phase. This phase may include several iterations (through construction), including beta releases, general availability releases, as well as bug fix and enhancement releases.

The Transition Phase is entered when a product is considered ready for distribution to end-users. Entry into this phase requires that some usable subset of the system has been completed to an acceptable level of quality and that user documentation is available so that the transition to the user will provide positive results for all parties. This phase includes:

- "Beta testing" to validate the new system against user expectations and quality, including all functional, business community and other requirements in accordance with the NWCG charter.
- Parallel operation with a legacy system that it is replacing,
- Conversion of operational databases where feasible,
- Training of users and maintainers,
- Implementation of user support mechanisms,
- Rollout the product and official releases,
- Initiation of the Operation and Maintenance (O&M) processes.

## Transition Phase Deliverables

- Software distributed to all units defined in the implementation scope.
- Training Plan
- Training syllabus, curriculum, products, and materials
- Delivery of formal / informal training to users and system managers for units defined in the implementation scope.
- Updated BETA test scenarios and test results

- Migrated Data (from ICBS/In-Pro Trac)
- Application Configuration Management Plan and Procedures
- Adequate operational performance monitoring and change management processes are in place.
- System Operation and Maintenance Administration Plan which includes provisions for:
  - Annual security reviews.
  - Periodic analysis of system audit logs.
  - Maintenance of Security Plans.
  - Coordinated contingency planning activities.
- Implementation of long-term system operation and maintenance administration processes
- Implementation of a user support desk operation
- Implementation of a system and data maintenance operation

#### Milestone

This phase is considered complete when the system rollout has been completed and all deliverables have been reviewed and approved. At this point, the project sponsor and the managing agency formally accept the system. The system is now in production and the Operations and Maintenance processes are in affect.

### **2.10.1.7 Project Closeout Phase**

During this phase project procurement, contracting, and project documentation is reviewed and archived. Project lessons learned are documented/updated, shared with project sponsors and archived. A formal project debriefing with the project sponsor, business community representatives, stakeholders, and the managing agency is conducted. The project team is formally decommissioned.

#### Project Closeout Deliverables

- Final procurement/contracting review documents
- Final project documentation package
- Lessons learned document
- Project team performance ratings

#### Milestone

The project closeout is considered complete when all key documents have been reviewed, the final documentation package is archived, project team performance ratings have been issued, and the project team is decommissioned. The project is now considered complete.

## **2.11 Project Control**

A detailed work breakdown structure (WBS) will be prepared. A schedule Gantt chart will be developed from the WBS describing the duration and responsibility for each task in the WBS. This structure will be established as the schedule baseline.

Refined cost estimates will be based on the WBS and Gantt chart.

Earned value data and reports will be prepared by the contractor and delivered to the contracting officer's technical representative (COTR) monthly. Earned value data will be reported by key WBS tasks mutually agreed upon by the COTR and the contractor.

Schedule and cost progress against the WBS and Gantt as well as earned value data will be tracked and reported quarterly to the project sponsors.

Project Core Team Meetings will be held quarterly.

Proposals for changes in Project Scope shall be provided to the NWCG through the FEWT and IRMWT. Proposals shall include detailed descriptions, impacts to resources, schedule, and costs.

Project technical issues that cannot be resolved by the Project Manager and/or Business Lead shall be forwarded to the IRM Working Team; business issues shall be forwarded to the Fire Equipment Working Team.

Changes to project requirements shall be processed following processes outlined in the Project Change Management Plan (to be delivered at the conclusion of the Inception Phase).

## **2.12 Quality Control Activities**

Contractors working on this project shall be required to prepare a Quality Assurance and Test Plan that will guide reviews and testing for each phase of development. The Quality Assurance and Test Plan will be reviewed and approved by the Project Manager, Business Lead and the IRM-PMO.

Requirements shall be documented during all construction iterations. The Project Manager, Business Lead, and Project Core Team will conduct interim and final requirements reviews for all iterations. Construction will not occur until requirements approval has occurred. The IRM-PMO will participate in Quality Assurance reviews as identified above.

The system design shall be documented/updated during each design iteration. The Project Manager, Business Lead, and Project Core Team shall review the design document following completion of each iteration. A final design review for each module shall be conducted once the design specifications are substantially complete. Subject Matter Experts Team and selected members of the business community shall participate in the final design review.

At the beginning of development (construction) of each module, the contractor will prepare a module test plan detailing unit, integration, and alpha and beta testing to be conducted during the Construction Phase. The Project Manager and the Business Lead will approve the test plan.

Configuration Management – The contractor will be required to exercise standard software configuration management (SCM) practices. The contractor will prepare an SCM Plan. The project core team will also practice configuration management for components that are the responsibility of the government (e.g. policy, documentation or training materials).

Software Problem Reports (SPR) will be maintained in a software configuration management database. The project core team will maintain and prioritize SPRs.

Once all modules are developed and tested, an alpha test will be conducted at the contractor's site. Subject Matter Experts and the Project Core Team will conduct alpha testing. The core team working with the contractor will prioritize SPRs identified during alpha testing. The government will make a determination that the alpha test was successful. If there are significant alpha test SPRs discovered, the COTR may decide to conduct a second alpha test after the priority SPRs are corrected. The COTR will make the determination that the alpha test is sufficient and the project may proceed to the beta test.

Upon successful completion of the alpha test and fixing the priority SPRs, users with a variety of skill levels will conduct a beta test at multiple government locations. The number and location of the beta test sites will be determined during the preparation of the test plan. The core team working with the contractor will prioritize SPRs identified during beta testing. The COTR will make a determination that the beta test was successful. If significant beta test SPRs are discovered, the COTR may decide to conduct a second beta test after the priority SPRs are corrected. The COTR will make the determination that the beta test is sufficient and the project may proceed to release. This determination represents that the testing iterations have been successful and represents a significant project milestone.

### **2.13 Communications**

The ICBS Re-engineering project will develop a communications plan that will identify:

- Key customer groups
- Outreach strategies
- Methods for delivering messages to key groups
- An action plan for developing methods for delivering messages to key customer groups.

The communications plan will be delivered at the conclusion of the Project Initiation Phase, and will build upon the communications plan work that was done in early 2002 by the "ICBS-ROSS Core Team."

### **2.14 Security**

A detailed security analysis and plan will be prepared. This security analysis will include a privacy assessment. The security plan and privacy assessment will be developed by the project team with assistance from project contractors. The security plan will meet the OMB A-130 standard.

## **2.15 Acquisition Strategy**

The selection of the contractors that will support the various tasks for this project is one of the most important project decisions. This decision will have profound impacts on the ability of the project to succeed. The project manager and the contracting officer will prepare an acquisition plan during the Inception Phase. This plan will outline tasks and requirements for acquiring contractor support for business modeling, requirements, design, implementation, test and deployment of the re-engineering ICBS.

Approvals - Application development is considered a capital expense. As such, it is subject to the rules and regulations of the OMB Capital Planning and Investment Control (CPIC) process. Because the ICBS Re-engineering project is interagency in nature, approvals must be obtained from both the USDA Forest Service Information Resources Board (IRB) and the USDI Bureau of Land Management Information Technology Investment Board (ITIB). Additionally, the project must prepare and submit an OMB A-11 Exhibit 300 to document and justify the business case for proceeding with the capital investment.

Multiple Contracts - The project will execute separate contracts for (1) business modeling and requirements tasks conducted during the Inception and Elaboration Phases and (2) analysis, design, implementation, test and deployment (“Design and Build Contract”) tasks conducted during the Elaboration, Construction, and Transition Phases. Additional contract support for development of the business case, security plan, and independent validation and verification may also be executed.

Contractor Selection Criteria – Criteria that will be used to assess potential contractors’ ability to successfully support the design and construction of the re-engineered ICBS will be developed prior to issuing the design and build Request For Proposals (RFP). Criteria may include:

- Understanding of and commitment to the fire business
- Cost
- Ability and capability to produce (staffing)
- Risk (the “one-person show” vs. the “industrial strength” contractor)
- Willingness and ability to adapt to change requests
- Ability to meet timeframes
- Ability to work with existing system architecture, development tools, and development processes.

Actual contractor selection will be done by an interagency/interdisciplinary Technical Evaluation Board.

Project Contracting Officer - The contracting officer for the ICBS Re-engineering Project will be the Director of Property and Procurement, USDA Forest Service, Rocky Mountain Region.

Contracting Officer’s Technical Representative - The contracting officer’s technical representative (COTR) will be the project manager.

Contractor Project Controls - The contractor will be required to maintain and submit earned value data and reports monthly that will contribute to project controls.



## 2.16 Project Schedule

A detailed schedule will be completed when the project is approved. Displayed below is a high level schedule and estimated time.

Project Phase	Duration (Work Days)	Duration Accuracy	Adjusted Estimates	
			Low (-%)	High (+%)
Project Initiation	60	90%/10%	54	66
Inception	80	90%/10%	72	88
Elaboration	60	90%/10%	54	66
Construction	410	75%/25%	308	513
Transition	120	50%/50%	60	180
Closeout	40	50%/50%	20	60
<b>Total Duration</b>	<b>770</b>		<b>568</b>	<b>973</b>

**Figure 2-3 - Estimated Phase Duration**

Please note that the Elaboration, Construction, and Transition Phases may overlap which will shorten the overall duration of the project.

## 2.17 Project Effort Estimate

The estimated project effort is displayed in the tables shown below. A critical part of this project is assurance from the NWCG agencies to provide the necessary business community representation. The overall staffing strategy is to utilize a few fulltime positions that are filled through a traditional appointment with the intent on using the positions in future projects. Other positions will be filled through long and short-term details. Many positions may be contributed by participating agencies. Risks to project schedule and costs exist should necessary positions not be filled. Initial estimates suggest that the following positions will be full time for the lifecycle of the project.

- Project Manager
- Business Team Leader

<b>ICBS Re-engineering Project - Team Effort (Government Team)</b>									
<b>Resource Type Role</b>	<b>Person Type (GS/Contract)</b>	<b>Initiation Phase Days</b>	<b>Inception Phase Days</b>	<b>Elaboration Phase Days</b>	<b>Construction Phase Days</b>	<b>Transition Phase Days</b>	<b>Closeout Phase Days</b>	<b>Total Days</b>	<b>FTE over Project Life</b>
<b>Project Management Core Team</b>									
Business Lead	GS-13	40	40	20	80	60	40	280	1.08
Project Manager	GS-13	60	80	60	410	120	40	770	2.96
Project Manager Advisor	GS-14	20	20	20	40	20	10	130	0.50
Infrastructure Team Leader	GS-12	0	20	10	60	40	20	150	0.58
Business Team Leader	GS-12	0	80	60	200	120	40	500	1.92
Implementation Team Leader	GS-13	0	10	0	60	120	40	230	0.88
Contracting Officer	GS-12	10	30	5	20	10	10	85	0.33
<b>Business Requirements Team</b>									
National Cache Representative (SME)	GS-11	20	40	60	95	20	10	245	0.94
National Cache Representative (SME)	GS-11	10	40	60	95	20	10	235	0.90
Local Cache Representative (SME)	GS-9	0	40	60	95	20	10	225	0.87
Local Cache Representative (SME)	GS-9	0	40	60	95	20	0	215	0.83
ICBS Super User (SME)	GS-11	0	40	60	70	20	0	190	0.73
Application Test Specialist	GS-11	0	0	30	194	60	0	284	1.09
<b>Implementation Team</b>									
Systems Trainer	GS-11	0	0	0	30	60	0	90	0.35
Systems Trainer	GS-11	0	0	0	30	60	0	90	0.35
Systems Trainer	GS-11	0	0	0	30	60	0	90	0.35
Systems Trainer	GS-11	0	0	0	0	60	0	60	0.23
Systems Trainer	GS-11	0	0	0	0	60	0	60	0.23
Systems Trainer	GS-11	0	0	0	0	60	0	60	0.23
<b>Infrastructure Requirements Team</b>									
Configuration Specialist	GS-13	0	0	0	0	60		60	0.23
Networking Specialist	GS-13	0	0	0	0	60		60	0.23
<b>ICBS Re-engineering Steering Group</b>									
Other Representative	GS-14	5	5	0	5	5		20	0.08
FEWT Representative	GS-13	0	5	0	5	5		15	0.06
NFES Representative	GS-13	5	5	5	5	5		25	0.10
IRMWT Representative	GS-13	0	5	0	5	5		15	0.06
NISC Representative	GS-13	0	5	0	5	5		15	0.06
NISC Representative	GS-13	5	5	5	5	5		25	0.10
<b>Total Days</b>		<b>175</b>	<b>510</b>	<b>515</b>	<b>1634</b>	<b>1160</b>	<b>230</b>	<b>4224</b>	<b>16.25</b>
<b>Total FTE</b>		<b>0.67</b>	<b>1.96</b>	<b>1.98</b>	<b>6.28</b>	<b>4.46</b>	<b>0.88</b>	<b>16.25</b>	

Figure 2-4 - Project Team Effort Estimate (Government)

<b>ICBS Re-engineering Project - Team Effort (Non-Prime Contractors)</b>									
Resource Type Role	Person Type (GS/Contract)	Initiation Phase Days	Inception Phase Days	Elaboration Phase Days	Construction Phase Days	Transition Phase Days	Closeout Phase Days	Total Day	FTE over Project Life
<b>Business Requirements Team</b>									
Integrated Systems Modeling Specialist	Contract	0	60	60	20	0	20	160	0.62
Technical Writer	Contract	0	60	0	60	100	40	260	1.00
Facilitator	Contract	0	20	0	0	0	0	20	0.08
<b>Implementation Team</b>									
Educational Materials Specialist	Contract	0	0	0	60	100	10	170	0.65
Integrated Systems Educator	Contract	0	0	0	60	100	10	170	0.65
Data Migration Specialist	Contract	0	0	0	60	100	5	165	0.63
<b>Total Days</b>		0	140	60	260	400	85	945	3.63
<b>Total FTE</b>		0.00	0.54	0.23	1.00	1.54	0.33	3.63	

Figure 2-5 - Project Team Effort Estimate (Non-Prime Contractors)

<b>ICBS Re-engineering Project - Team Effort (Prime Contractor)</b>									
Resource Type Role	Person Type (GS/Contract)	Initiation Phase Days	Inception Phase Days	Elaboration Phase Days	Construction Phase Days	Transition Phase Days	Closeout Phase Days	Total Days	
Strategist	Contract	0	0	0	57	0	0	57	
Analyst	Contract	0	0	0	317	0	0	317	
Designer	Contract	0	0	0	479	0	0	479	
Programmer	Contract	0	0	0	1048	0	0	1048	
Test/QA	Contract	0	0	0	587	0	0	587	
Management	Contract	0	0	0	612	0	0	612	
Support Desk	Contract	0	0	0	0	140	0	140	
<b>Total Days</b>		0	0	0	3100	140	0	3240	

Figure 2-6 - Project Team Effort Estimate (Non-Prime Contractors)

## 2.18 Project Cost Estimate

(Please see attached cost estimate document)

## 2.19 Estimated Budget Requirements (by FY)

Budget requirements will be attached as a separate document as they are developed.

### 3. Approval Section

#### Prepared and Submitted By:

_____ Dave Milbrat Business Lead	_____ Date	_____ Andy Gray, Interim Project Manager	_____ Date
--	---------------	--	---------------

#### Recommended By:

_____ Alice Forbes, Chair Fire Equipment Working Team	_____ Date	_____ Shari Shetler, Chair Information Resource Management Working Team	_____ Date
---	---------------	--	---------------

_____ Tom Harbour, Deputy Director Fire & Aviation Management, USDA Forest Service	_____ Date	_____ Larry Hamilton, Director Office of Fire & Aviation, Bureau of Land Management	_____ Date
---	---------------	--	---------------

_____ Sue Vap, National Fire Management Officer, National Park Service	_____ Date	_____ Phillip Street, Director Fish & Wildlife Service	_____ Date
---	---------------	--	---------------

_____ Kirk Rowdabaugh National Association of State Foresters	_____ Date	_____ Bob Krepps National Association of State Foresters	_____ Date
--	---------------	---	---------------

#### Approved By:

_____ Jim Stires, Chair, NWCG Director, Fire & Aviation Bureau of Indian Affairs	_____ Date
---	---------------

Implementation of this charter is contingent upon partnering agencies approval by their respective investment boards

## **Appendix A – Letter From Cache Community Leadership to ROSS Project on Project Approach**



United States  
Department of  
Agriculture

Forest  
Service

National Interagency  
Fire Center

3833 S. Development Ave.  
Boise, Idaho 83705

File 5100  
Code:  
Route To:

Date: July 12, 2001

**Subject:** Interagency Cache Business System (ICBS)/Resource Ordering and Status System (ROSS) Integration

**To:** Neal Hitchcock, ROSS Project Manager  
Jon Skeels, ROSS Project Leader

The National Fire Equipment System Geographical Area Cache Managers support the integration of the Interagency Cache Business System (ICBS) and the Resource Ordering and Status System (ROSS). The exact level of integration is yet to be determined. That decision will be based upon business requirements, NWCG architectural concerns, and the ICBS/ROSS Engineering Study dated September, 2000. It will be made in partnership with cache management representatives, ROSS representatives, and any additional personnel required to participate in that decision.

Cache management representatives agree to work in partnership with the ROSS Team in the development of a mutually agreeable project charter to be presented to the National Wildfire Coordinating Group (NWCG) for managerial approval. The project charter must document the scope, deliverables, schedule, cost and time estimate, resource requirements, authorities and responsibilities, and any other details considered necessary.

The following provisional conditions must also be addressed within the charter as a part of this project.

1. The ICBS analysis and design must be substantiated and updated. The initial analysis and design, the existing application, and the remaining change requests should be used as basis for that effort.
2. Agency finance, accounting, and property management standards must be substantiated.
3. The Local Interagency Support Caches must be included in the scope of the project.
4. Screens, processes and application functionality will not be altered beyond what is required, so as not to negatively impact the user community.
5. All Geographic Area Support Caches will be considered for implementation during the same time period.

We look forward to a mutually beneficial partnership. If you have any questions, comments, or concerns, please contact me at 208-387-5949.

*/s/Alice R. Forbes*

ALICE R. FORBES

Deputy Assistant Director Operations

cc: National Fire Equipment System Geographical Area Cache Managers  
Dennis Pendleton, FS Assistant Director Operations  
Buck Latapie, FS Assistant Director Planning & Budget  
Tim Murphy, BLM Assistant Director  
Shari Shetler, Chair, NWCG IRM-Working Team