

**NWCG Incident Base Automation**

**Interagency I-Suite Stabilization and  
Support**

**Project Charter**



<b>1. PROJECT OVERVIEW .....</b>	<b>3</b>
1.1 IDENTIFICATION .....	3
1.2 PROJECT BACKGROUND .....	3
1.3 PURPOSE/BUSINESS NEED .....	4
1.4 PROJECT SCOPE.....	4
1.5 APPLICATION SCOPE .....	4
1.6 IMPLEMENTATION SCOPE.....	5
1.7 PROJECT OBJECTIVES.....	5
1.8 OUTSTANDING ISSUES.....	5
1.9 SPONSORSHIP & OWNERSHIP .....	5
1.10 STAKEHOLDERS .....	6
<b>2. PROJECT APPROACH .....</b>	<b>6</b>
2.1 PROJECT DELIVERABLES.....	6
2.2 ORGANIZATION AND RESPONSIBILITIES .....	7
2.3 REPORTING, OVERSIGHT AND REVIEW.....	10
2.4 DEPENDENCIES .....	10
2.5 PLANS FOR SUPPORT ACTIVITIES .....	11
2.6 PROJECT FACILITIES AND RESOURCES .....	11
2.7 RISK MANAGEMENT .....	11
2.8 PROCESS OPTIONS AND DEVIATIONS .....	11
2.9 PROCESS PHASES AND DELIVERABLES.....	12
2.10 PROJECT CONTROL .....	14
2.11 QUALITY CONTROL ACTIVITIES.....	14
2.12 PROJECT SCHEDULE.....	15
2.13 PROJECT COST ESTIMATE .....	15
2.14 PROJECT EFFORT ESTIMATE.....	16
2.15 BUDGET REQUIREMENTS / FISCAL YEAR .....	16
<b>3. APPROVALS .....</b>	<b>17</b>

# 1. Project Overview

## 1.1 Identification

The project is to be known as the Interagency I-Suite Stabilization and Support Project.

## 1.2 Project Background

In April 2001 the National Wildfire Coordinating Group (NWCG) Incident Business Practices Working Team (IBPWT) chartered a task group to review / evaluate three applications in current use (I-Suite, IceCAP, and Incinet) and recommend a short-term incident base automation solution. Based on the information provided by the task group, the IBPWT and the Information Resource Management Working Team (IRMWT) recommended to the NWCG that I-Suite be supported as the interim incident base automation tool, with minimal additions or changes, until such time as a formal incident base automation project is executed resulting in a replacement to I-Suite. The approved recommendation combines I-Suite with the Incident Action Plan functionality of IceCAP. The functionality of all three applications will be analyzed during the Strategic Planning Project for Incident Base Automation.

This project, the Interagency I-Suite Stabilization and Support Project, is the first phase of multiple projects that are intended to put in place an Incident Base Automation System on an interagency basis. The focus of this phase is to stabilize, support and maintain an existing incident automation tool until such time as it is replaced by deliverables from component projects initiated in Phase 3.

The following graphic displays the conceptual layout of the projects.

<b>NWCG Incident Base Automation Project Phases</b>		
<b><u>Phase 1 - Project 1</u></b>	<b><u>Phase 2 - Project 2</u></b>	<b><u>Phase 3 - Multiple Component Projects (Modules)</u></b>
<u>I-Suite Stabilization and Support Project (IRSS, ICARS, ITS, IAP)</u>	<u>Incident Base Automation Strategic Planning Project</u>	<u>Incident Base Automation Component Projects</u>
<ul style="list-style-type: none"> <li>• Stabilize Application</li> <li>• Initiate Change Management</li> <li>• Provide User Support</li> <li>• Provide Application Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Identify Key Business Areas</li> <li>• Conduct Business Area Analysis</li> <li>• Conduct Strategic Project Planning</li> <li>• Prioritize and Recommend Phase 3 Projects</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure Components</li> <li>• Business Area Components</li> </ul>

Note: This charter only covers Phase 1 - Interagency I-Suite Stabilization and Support Project.

### **1.3 Purpose/Business Need**

The purpose of this project is to stabilize and provide support for the I-Suite Application. The support and maintenance (O&M) for the I-Suite Stabilization and Support Project will continue until such time as the Strategic Business Requirements Analysis and Plan (Project 2) is completed, and resulting component projects produce a system that replaces I-Suite.

The lack of standardized incident base information management tools is interfering with the ability of Incident Management Teams to apply information technology in managing resources. There is a need to be able to reliably utilize and share the same data and software everywhere, as personnel or incidents transition and change. Under current practices the core functions encompassed by I-Suite are needed at nearly every incident base where information technology is used.

The I-Suite application is the only automated method that currently exists to assist Incident Management Teams with cost management functionality. With increased emphasis on incident cost containment it is imperative that this functionality is available and usable.

### **1.4 Project Scope**

The overall scope of the Interagency I-Suite Stabilization and Support Project is to:

1. Stabilize the existing I-Suite application for use by multiple users at an incident.
2. Add / Finish the Incident Action Plan capability.
3. Initiate a structured user support system (user helpdesk, user guides, and training materials) that meets the availability requirements for incident operations.
4. Initiate application maintenance support to assure application stability.
5. Initiate a software test and release process that minimizes impact on field operations.
6. Develop and/or update existing training materials for users, Incident Computer Technical Specialists, and trainers.
7. Conduct user training for all groups identified within the Implementation Scope (Section 1.6)
8. Establish Interagency NWCG IT & data operating standards for use of I-Suite.

### **1.5 Application Scope**

The scope of the I-Suite Application is limited to the following applications.

- Incident Resource Status System (IRSS)
- Incident Cost Accounting and Reporting System (ICARS)
- Incident Time System (ITS)
- Incident Action Plan (IAP)
- Incident Merge / Split (IMS)

- General communications and office management software such as e-mail, ftp, word processing etc..

## **1.6 Implementation Scope**

The user community for the I-Suite application includes all agencies that are members of the NWCG. The user audience as defined by this charter is National Type I, Fire Use and Geographic Area Type II Incident Management and Teams. Other audiences, such as payment teams and review teams may also use the application.

## **1.7 Project Objectives**

The primary objective of this project is to provide stability and support for the existing I-Suite Application for the foreseeable future until a suitable replacement is developed or procured.

## **1.8 Outstanding Issues**

- The Forest Service has committed to fund and sponsor the Interagency I-Suite Stabilization & Support Project. Funding for future projects is still in question and will be determined by the NWCG at a future date. Current cost estimates for I-Suite are through 2008, however, the longevity of the operations, support and maintenance of I-Suite could be affected if funding for future projects is not forthcoming.
- The Forest Service currently is beginning the Incident Obligation Demonstration Project, which may result in alterations to the ICARS portion of I-Suite. It is unknown if the alterations will affect the Interagency I-Suite Stabilization and Support (IISS) project. The leadership of both projects are closely coordinating and sharing information.
- Fire Incident Project Code (FireCode) Project. It is doubtful there will be any affect from the FireCode Project on the IISS Project; however, the IISS project team will stay in contact with the FireCode Project team to ensure I-Suite will accept the interagency coding protocol.

## **1.9 Sponsorship & Ownership**

This project is sponsored by the NWCG. The USDA Forest Service owns the I-Suite Application.

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

## **1.10 Stakeholders**

USDA Forest Service – managing partner agency  
Bureau of Land Management  
National Park Service  
Bureau of Indian Affairs  
Fish and Wildlife Service  
National Association of State Foresters

## **2. Project Approach**

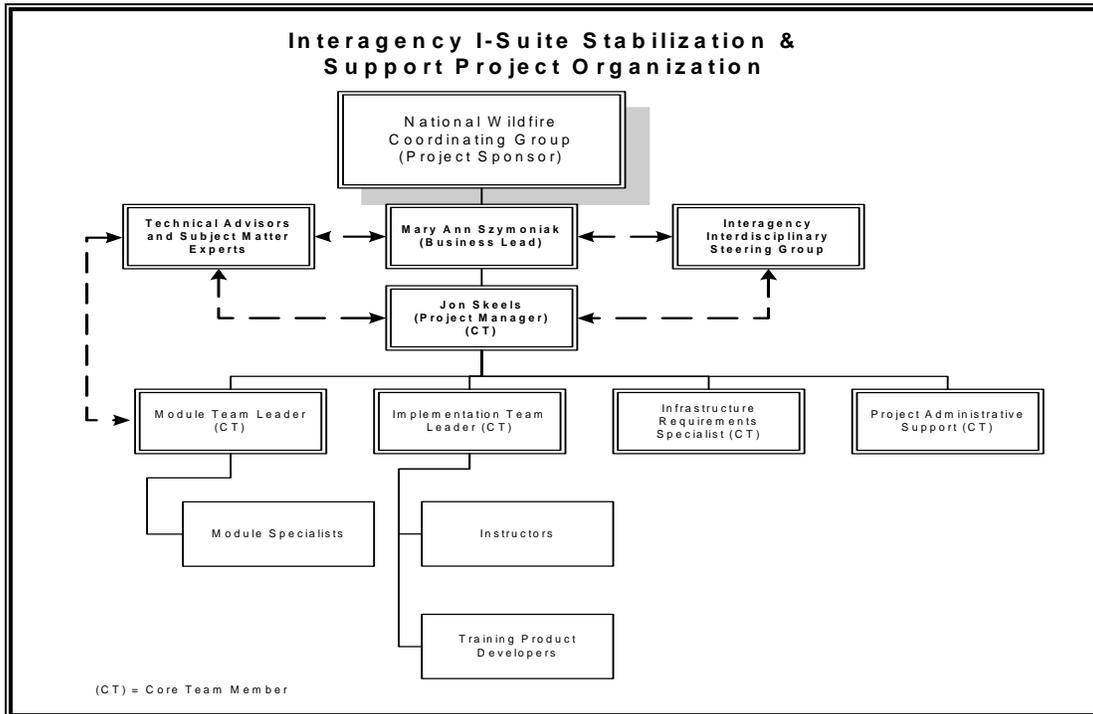
The I-Suite Stabilization and Support Project will coordinate existing efforts in the management of the I-Suite application into one nationally supported and funded project team.

### **2.1 Project Deliverables**

The primary deliverables of the Interagency I-Suite Stabilization and Support Project include:

1. Applicable agency approvals and Office of Management and Budget (OMB) documentation.
2. A stable I-Suite Application and support documentation (user and administration manuals).
3. User support desk with availability that meets the requirements for incident operations (availability periods to be defined through the project and will be included in the Service Level Agreement).
4. Application maintenance to assure the stability of the application (stability requirements to be defined through the project and will be included in the Service Level Agreement).
5. Training materials and training curriculum for each of the application modules.
6. Training sessions for National Type 1 and Geographic Area Type 2 Incident Management Teams.
7. Change Management System.
8. A Service Level Agreement for O&M that will last until such time as a replacement system is available.
9. Establish Data Stewardship.

## 2.2 Organization and Responsibilities



### National Wildfire Coordinating Group

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

- Provide executive oversight.
- Identify project-funding sources and ensure that resources are available.
- Provide approvals and signatory authority.
- Be 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 IRM Program Management Office (IRM-PMO), NWCG IRMWT, NWCG IBPWT and other NWCG Working Teams.

### Technical Advisors and Subject Matter Experts

Project advisors serve the Business Lead and Project Manager providing periodic input on specialty subjects. Technical advisors will be selected by the project manager from the IRM communities and will be approved by the Interagency Interdisciplinary Steering Group. Subject matter experts will be selected by the Business Lead from the incident management and business management communities and be approved by the Interagency Interdisciplinary Steering Group.

## **Interagency Interdisciplinary Steering Group**

An Interagency/Interdisciplinary Steering Group (includes representatives from the Incident Business Practices and the Information Resources Management Working Teams) will assist the NWCG with oversight, and will provide support to Business Lead and Project Manager in terms of advice, input, review, and feedback on project process and deliverables.

### **Business Lead – Mary Ann Szymoniak**

A representative of the business community 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, Steering Group, business community, and other interested parties.
- Facilitates business issue resolution between the project and the business community.
- Provide PM performance assessment to the PM supervisor of record.

### **Project Manager – Jon Skeels**

A Member of the Project Core Team responsible to:

- Lead the Project Core Team in partnership with the Project Business Lead.
- Report project management issues to the NWCG.
- Ensure that the project is completed with the approved schedule, budget, and resource limitations.
- Ensure that appropriate agency approvals and Office of Management and Budget (OMB) requirements have been met in a timely manner.
- Prepare project budget, schedule, and resource requirements.
- Ensure that appropriate project funding and resources are available prior to initiating task execution.
- Ensure that project control and report processes are in place.
- Manage communications and documents.
- Serve as key point person for communication with contracted and support services staff.

### **Project Core Team**

Members include Project Manager, Module Team Leaders, Implementation Team Leader, Infrastructure Requirements Specialist, Contracting Officer and Project Administrative Support personnel. This team is responsible to:

- Assure that the project meets the requirements defined in this charter.
- Present project information to peers, associates and managers.

- Produce the project deliverables within approved schedule, resource, and cost limitations.
- Review and recommend acceptance of project deliverables.

### **Module Team Leader**

Member of the Project Core Team responsible to:

- Lead the Module Specialists in partnership with the Project Manager.
- Assure that application components are properly tested (internally and field) using predefined test cases that conform to documented business and system requirements.
- Report project business issues to Project Manager.
- Manage assigned Subject Matter Experts and Module Leaders.
- Ensure a Contract Inspector role is assigned in conjunction with contracts and agreements related to product development and maintenance.

### **Implementation Team Leader**

A member of the Project Core Team responsible to:

- Lead the Implementation Team in partnership with the Project Manager.
- Coordinate the implementation of standards, draft guidelines, and recommended policy.
- Assure that all training products are delivered within the approved limitations for schedule, cost, and resources.
- Work with the target user community, assess training needs; timing, materials and methods that will best accomplish successful implementation of the I-Suite product.
- Utilizing existing training materials, ensure standardization between modules, and incorporate updates as needed to assure cost effectiveness.

### **Infrastructure Requirements Specialist**

A Member of the Project Core Team responsible to:

- Lead the Infrastructure Requirements team in partnership with the Project Manager.
- Working with the user community and the Incident Computer Technical Specialists assess infrastructure issues and needs that will best accomplish successful implementation of the I-Suite product.
- Working with agency IRM specialists identify networking issues and recommend standards for use by incident management teams for the use of the I-Suite product.
- Working with agency IRM & Procurement specialists to understand and document interagency infrastructure standards.

## **Project Administrative Support**

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

- Administrative Officer
- Personnel Specialist
- 

## **2.3 Reporting, Oversight and Review**

Reporting, oversight and review will help ensure that the project stays within the approved scope, schedule, and cost. The following groups shall provide review and oversight as appropriate:

- 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 the IBPWT, will review and approve project deliverables, and provide recommendations to the NWCG.
- Agency IRM Officials will provide oversight for information resource management and compliance with agency enterprise architectures.
- The NWCG Business Practices Working Team and Agency Incident and Business Practices Officials will provide oversight for incident business practices.
- Periodic progress reports will be prepared and disseminated according to the project communications plan.
- Project status reports will be prepared and submitted as requested on forms provided by the IRM-PMO.
- The Managing Partner Agency will provide oversight to ensure that the project complies with USDA and DOI CPIC regulations.

## **2.4 Dependencies**

The Interagency I-Suite Stabilization and Support Project is dependent on:

- Receiving planned and requested funding for the duration of the project.
- Receiving requested labor from participating agencies for the duration of the project.
- Coordination with the Forest Service Incident Obligation Demonstration Project, which will use the ICARS module of I-Suite as part of a pilot process in FY2003.
- Coordination with the NWCG's Interagency Incident Base Automation Project.

## 2.5 Plans for Support Activities

A Support Services Team will provide administrative support for the project. The team will be comprised of an Administrative Officer (a permanent employee of the USFS Fire and Aviation Management (FAM) Information Systems Project Office (ISPO), a Contracting Officer (a permanent employee of the USFS), and other administrative personnel who provide Human Resource Management and Financial Support. The costs for this support can be charged directly, indirectly, or not charged at all.

## 2.6 Project Facilities and Resources

The Incident Base Automation Project will be coordinated from the USDA Forest Service Fire & 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. Regularly scheduled conference calls, virtual conferences and team meetings will be held to foster team communications and project progress. Some travel may be involved when it is necessary for the team to be together for a meeting or event; these costs will be paid for from the project account.

## 2.7 Risk Management

There are risks associated with this project.

1. **Funding and resource requirements not being met.** If planned funding and resource requirements cannot be met, the project scope will need to be renegotiated or the project terminated.
2. **Subsequent Phases not completed.** If the NWCG Interagency Incident Base Automation Project Phases II and III are not completed with a resulting replacement system, the need to continue support for I-Suite beyond the intended life cycle may result. The purpose of the Interagency I-Suite Stabilization and Support Project is to provide an *interim* solution to incident automation, with minimal additions or changes, until business processes can be evaluated and re-engineered in Phases II and III.

## 2.8 Process Options and Deviations

The project will be managed using Agency, NWCG, and PMI approved project management standards.

## **2.9 Process Phases and Deliverables**

The Interagency I-Suite Stabilization and Support Project will consist of 3 phases: Initiation; Stabilization; and Operations, Support and Maintenance.

### **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 partner agency and project sponsors, and the Project Business Case is developed and approved.

Staffing and costs estimates are presented to the Project Sponsor and managing partner agency for approval. Once approved, initial work to recruit key project team members shall be completed to prepare for the initiation of the Stabilization Phase and the Operation, Support and Maintenance 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 Project Plan
- Establish data stewardship.

#### Milestone

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

### **Stabilization Phase**

The purpose of the Stabilization Phase is to:

- Identify and correct application issues
- Establish infrastructure standards
- Complete approved changes to the existing I-Suite Application
- Develop, update and provide user and system administration documentation for all aspects of the application
- Develop or update training curriculum and supporting materials,
- Provide user training.

The Stabilization Phase will overlap with portions of the Operations, Support, and Maintenance Phase (specifically Help Desk Operations). The Stabilization Phase will consist of 3 stages: Requirements, Construction, and Transition.

Stabilization Phase Deliverables:

- I-Suite Application that has been updated and tested
- User and system administration documentation
- Training curriculum and supporting materials
- User Training
- Data Model and Data Dictionary

Milestones

Several milestones will occur during the Stabilization Phase:

1. The first shall be to review all documented requirements for changes to the I-Suite Application. This review shall be inclusive of the application and supporting infrastructure.
2. The second review shall focus on the completed changes to the application to assure that the application is ready for transition to the user community.
3. The third and final review shall occur at the completion of transition to the user community to assure that the intended objectives have been met.

These reviews will include representation from the IBP and IRM Working Teams, and/or members of the Interagency Interdisciplinary Steering Group.

**Operations, Support, and Maintenance Phase**

The purpose of the Operations, Support, and Maintenance Phase is to put in place an infrastructure that will provide user support, and maintain the application. The user support portion of this phase will be implemented when the Initiation Phase is completed or as approved by the NWCG. The reason for this is to assure ongoing user support for the existing I-Suite Application. This support will continue during and after the Stabilization Phase is completed. Application maintenance work will not begin until the completion of the Stabilization Phase.

Operation, Support, and Maintenance Phase Deliverables:

- User Support
- Application Support
- Service Level Agreements
- Data Administration Support
- Quality Assurance feedback and monitoring procedures

**Project Closeout**

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.

## **2.10 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.

Schedule and cost progress against the WBS and Gantt chart 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 jointly submitted for approval to the NWCG through the IBP and IRM Working Teams. 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 IBP Working Team.

## **2.11 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 and Business Lead.

Configuration Management – The contractor will be required to exercise 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.

The contractor will maintain **Software Problem Reports (SPR)** in a software configuration management database. The project core team, working with the contractor, will prioritize SPR's. Disposition of each SPR will be maintained by the contractor.

Once all modules are stabilized 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. SPR’s identified during alpha testing will be prioritized by the core team working with the contractor. The government will make a determination that the alpha test was successful. If there are significant alpha test SPRs discovered, the Contracting Officer’s Technical Representative (COTR) might 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 locations. The number and location of the beta test sites will be determined during the preparation of the test plan. SPR’s identified during beta testing will be prioritized by the core team working with the contractor. The COTR will make a determination that the beta test was successful. If significant beta test SPR’s are discovered, the COTR may decide to conduct a second beta test after the priority SPR’s 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.

**2.12 Project Schedule**

The Initiation Phase will begin when funding is made available for the project. The estimated project schedule is depicted in the following table.

			Adjusted Estimates	
Project Phase	Duration (Work Days)	Duration Accuracy	Low (-%)	High (+%)
Project Initiation	40	90%/10%	36	44
Stabilization	260	75%/25%	195	325
Closeout	20	50%/50%	10	30
<b>Total Duration</b>	<b>320</b>		<b>241</b>	<b>399</b>

			Adjusted Estimates	
Project Phase	Duration (Week Days)	Duration Accuracy	Low (-%)	High (+%)
Operations, Support, and Maintenance	1460	75%/25%	1095	1825

**2.13 Project Cost Estimate**

Cost estimates are included as attachment #1. The cost estimates are rough order of magnitude and will be updated as more accurate estimates of the project’s efforts become available. These estimates are not “risk adjusted”, that is, they do not represent the cost of mitigating risk events.

Accuracy of project cost estimates improves as a project advances through each phase. Cost estimates for a given phase are best at the completion of the previous phase. The attached table displays cost estimates by phase. Displayed costs include Project Personnel (Salary, Travel, Administrative Support Costs, Office Space, Equipment, Supplies), Contracted Labor, and Services.

Due to procurement regulations, cost estimate assumptions and details are documented separately. Review of this information is subject to approval from the Project Contracting Officer and Project Managers. Reviewers may be required to sign a contract non-disclosure statement.

### 2.14 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 resources. The overall staffing strategy is to utilize existing I-Suite personnel through details and/or Memorandum or Understanding agreements. Many positions may be contributed by participating agencies. Risks to project schedule and costs exist should necessary positions not be filled, but can be mitigated through use of contract personnel (which will increase project cost).

<b>I-Suite Stabilization and Support Project</b>							
Resource Type Role	Person Type (GS/Contract)	Initiation		Closeout Phase Days	Total Days	FTE over Project Life	
		Phase Days	Stabilization Phase				
<b>Project Management Core Team</b>							
Business Lead	GS-13	40	40	20	100	0.38	
Project Manager	GS-14	40	40	20	100	0.38	
Infrastructure Specialist	GS-12	0	40	5	45	0.17	
Module Team Leader	GS-12	0	160	5	165	0.63	
Implementation Team Leader	GS-13	0	80	5	85	0.33	
Contracting Officer	GS-12	0	30	5	35	0.13	
Administrative Officer	GS-12	0	30	5	35	0.13	
Human Resources Specialist	GS-12	0	20	2	22	0.08	
<b>Module Team</b>							
IRSS Module Specialist	GS-11	0	160	0	160	0.62	
ITS Module Specialist	GS-12	0	160	0	160	0.62	
ICARS Module Specialist	GS-12	0	160	0	160	0.62	
IMAP Module Specialist	GS-12	0	160	0	160	0.62	
IMS Module Specialist	GS-12	0	160	0	160	0.62	
Application Test Specialist	GS-11	0	60	0	60	0.23	
<b>Implementation Team</b>							
Educational Materials Specialist	GS-11	0	90	0	90	0.35	
Systems Trainer	GS-11	0	60	0	60	0.23	
Systems Trainer	GS-11	0	60	0	60	0.23	
<b>Infrastructure Requirements Team</b>							
Configuration Specialist	GS-13	0	20		20	0.08	
Networking Specialist	GS-13	0	20		20	0.08	
<b>Total Days</b>		<b>80</b>	<b>1550</b>	<b>67</b>	<b>1697</b>	<b>6.53</b>	

### 2.15 Budget Requirements / Fiscal Year

Budget Requirements are included on attachment #1.

### 3. Approvals

#### Prepared & Submitted By:

<u>/s/Mary Ann Szymoniak</u> Mary Ann Szymoniak, Business Lead	<u>2/25/2003</u> Date	<u>/s/Jon Skeels</u> Jon Skeels, Project Manager	<u>3/14/2003</u> Date
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#### Recommended By:

<u>/s/ Tory Majors</u> Tory Majors, Chair Incident Business Practices Working Team	<u>2/26/03</u> Date	<u>/s/ Shari Shetler</u> Shari Shetler, Chair Information Resource Management Working Team	<u>3.5.03</u> Date
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<u>/s/ Tom Harbour</u> Tom Harbour, Deputy Director Fire & Aviation Management, USDA Forest Service	<u>3/6/03</u> Date	<u>/s/ Larry Hamilton</u> Larry Hamilton, Director Office of Fire & Aviation, Bureau of Land Management	<u>3/6/03</u> Date
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<u>/s/ Sue Vap</u> Sue Vap, National Fire Management Officer, National Park Service	<u>3/6/03</u> Date	<u>/s/ Phillip A. Street</u> Phillip Street, Director Fish & Wildlife Service	<u>3/6/03</u> Date
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<u>Kirk Rowdabaugh</u> Kirk Rowdabaugh National Association of State Foresters	<u>5/13/03</u> Date	<u>Robert S. Krepps</u> Bob Krepps National Association of State Foresters	<u>5/13/03</u> Date
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#### Approved By:

<u>/s/ Jim Stires</u> Jim Stires, Chair, NWCG Director, Fire & Aviation Bureau of Indian Affairs	<u>3/5/03</u> Date
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