



Integrated Reporting of Wildland-Fire Information

Project Management Plan

Extended Team

PREPARED BY: IRWIN CORE TEAM
LAST MODIFIED DATE: AUGUST 27, 2013
VERSION: 1.0

TABLE OF CONTENTS

Table of Contents.....2

1.0 About This Document4

 1.1 Purpose4

 1.2 Target Audience4

 1.3 Authors and Participants.....4

 1.4 Document Overview4

 1.5 Associated Documents.....4

 1.6 Key Definitions, Acronyms, and Abbreviations.....4

2.0 Project Purpose and Objectives6

3.0 General Assumptions8

4.0 External Dependencies and Constraints9

5.0 Resource Requirements.....9

 5.1 Key Core and Extended Team Roles9

 5.2 Software and Hosting Environment Requirements9

6.0 Project Organizational Structure.....11

7.0 Project Work Plan12

 7.1 Extended Team Coordination12

 7.2 Year One - Discovery and Prototyping13

 7.3 Year Two - Development and Testing13

 7.4 Year Three and beyond – Production and Operations & Maintenance (O&M).....14

 7.5 User’s Guides and Help Desk Functions.....14

8.0 Schedule and Milestones15

 8.1 IRWIN Partner Applications and Estimated Engagement Timelines.....15

 8.2 IRWIN General Iteration Schedule16

 8.3 Project Tasks and Milestones for Initial Development16

 8.4 Key Documentation Initial Release Schedule.....18

9.0 Acceptance Management18

 9.1 Internal Acceptance18

 9.2 Extended Acceptance.....18

10.0 Monitoring and Control18

11.0 Communications Plan18

11.1	Communications Protocol	19
11.2	Communication Documents and Frequency	19
12.0	Risk Management	20
12.1	Existing Project Risks	20
12.2	Mitigation Plan and Actions	21
13.0	Appendix A - Acronyms.....	23

1.0 ABOUT THIS DOCUMENT

1.1 PURPOSE

This project plan is the top-level controlling document for the IRWIN project. This project plan defines the framework in which the IRWIN project will be executed. It defines the technical and managerial processes required to complete the project and meet the requirements as defined by the wildland fire business community.

1.2 TARGET AUDIENCE

The following are the target audience of this project management plan:

- * IRWIN Business Lead
- * IRWIN Project Manager
- * IRWIN Core Team
- * IRWIN Extended Team

1.3 AUTHORS AND PARTICIPANTS

Contributing Authors	Role/Title	E-mail Address	Phone Number
Craig Morgan	Development Coordinator	cmorgan@esri.com	909-747-7437
Roshelle Pederson	Delivery Lead	Kimber_Pederson@ios.doi.gov	208-334-6190
Chris Markle	Project Manager	Christopher_Markle@ios.doi.gov	541-998-3688
Jaymee Fojtik	Project Manager	Jaymee_Fojtik@ios.doi.gov	208-334-6191

1.4 DOCUMENT OVERVIEW

1.5 ASSOCIATED DOCUMENTS

The following documents also provide governance and instruction for the IRWIN development project:

- * IRWIN – Requirements, Use Cases & Conceptual Architecture
- * IRWIN – Integration Specifications
- * IRWIN – Communication Framework
- * IRWIN – Data Dictionary
- * IRWIN – Release Management Plan
- * IRWIN – Test Plan
- * IRWIN – Installation Guide
- * IRWIN – Operations and Maintenance Guide

1.6 KEY DEFINITIONS, ACRONYMS, AND ABBREVIATIONS

- * **IRWIN** – Integrated Reporting of Wildland-Fire Information
- * **IRWIN Core Team**: The project team directly responsible for developing the IRWIN application.

- * **IRWIN Extended Team:** The project team(s) of the applications exchanging data through IRWIN. The term Extended Team may be used to refer to all application project teams as a whole or to a specific team. When referring to a specific application project team, that application name may be used instead of IRWIN. For example, WFDSS Extended Team or FireCode Extended Team.
- * **Iteration** - An incremental agile software development methodology for managing software projects and product or application development. Its focus is on "a flexible, holistic product development strategy where a development team works as a unit to reach a common goal" as opposed to a "traditional, sequential approach". Each iteration is intended to produce acceptable, potentially releasable packages of work.
- * **Backlog Grooming** - The process of creating stories, decomposing stories into smaller ones when they are too large, refining the acceptance criteria for individual stories, prioritizing stories on the product backlog and sizing the existing stories in the product backlog using effort/points. During each Iteration, the Core Team will spend time doing product backlog grooming to keep a pool of stories ready for the next Iteration.
- * **Iteration Planning** - At the beginning of the Iteration cycle, a "Iteration planning meeting" is held with the Core Team to:
 - Identify outstanding tasks and associated dependencies
 - Prepare the Iteration Backlog that details the time and level of effort required to complete each task
 - Prioritize outstanding tasks
 - Identify and communicate which tasks will be targeted for completion in the current Iteration
- * **Daily Scrum** - Each day during the Iteration, a Core Team communication meeting occurs. This is called a daily scrum, or the daily standup. This meeting has specific guidelines:
 - All members of the development team come prepared with the updates for the meeting.
 - The meeting starts precisely on time even if some development team members are not present.
 - The meeting will occur at the same location and time every day.
 - The meeting length is strictly limited to 15 minutes.
 - All are welcome, but normally only the core roles speak.
 - During the meeting, each team member answers three questions:
 - What have you done since yesterday?
 - What are you planning to do today?
 - Any impediments or stumbling blocks?
 - Any impediment or stumbling block identified in this meeting is documented by the Scrum Master.
 - Only facts are relayed, any associated problem solving will occur outside of the Daily Scrum.
- * **Retrospective** - At the end of a Iteration cycle, two meetings are held: the "Iteration Review Meeting" and the "Iteration Retrospective", commonly referred to as "the Retrospective". Both meetings are facilitated by the Scrum Master. Each affected Extended Team will have a designated representative present who is authorized to accept completed work. The Retrospective is open to all Extended Team members, business and functional area representatives.
 - Iteration Review Meeting purpose:

- Review the work that was completed and not completed
- Present the completed work to the stakeholders (a.k.a. "the demo")
- Four-hour time limit
- Iteration Retrospective Meeting purpose:
 - All team members reflect on the past Iteration
 - Make continuous process improvements
 - Two main questions are asked in the Iteration retrospective:
 - What went well during the Iteration?
 - What could be improved in the next Iteration?
 - Three-hour time limit
- * **Scrum Master-** A member of the team (in this case the Development coordinator) is accountable for removing impediments to the ability of the team to deliver the sprint goal/deliverables. The Scrum Master is not the team leader, but acts as a buffer between the team and any distracting influences. The Scrum Master is the enforcer of the rules of Scrum, often chairs key meetings, and challenges the team to improve. The Scrum Master differs from a Project Manager in that the latter may have people management responsibilities unrelated to the role of Scrum Master. The Scrum Master role excludes any such additional people responsibilities.

Additional acronyms are available in Appendix A.

2.0 PROJECT PURPOSE AND OBJECTIVES

IRWIN is a Wildland Fire Information and Technology (WFIT) affiliated Information Technology (IT) system and an Interior Fire Executive Council (IFEC) endorsed project that is intended to develop an “end-to-end” fire reporting capability that provides an integrated and coordinated process for collecting and reporting incident data. In today’s environment, data is entered into many unique systems. Often, basic fire information, like location, size, environmental conditions, and resources, is repeatedly entered into stand-alone systems as a foundation for their capabilities. As conditions change over the life of an incident, more timely and accurate information is entered into operational systems, while the original, outdated data remains in the supporting systems. Users tend to query systems they are most familiar with and consequently, may not be accessing the most up to date data available.

An example is the location of a fire (latitude/longitude). A 2008 interagency efficiency report identified that an interagency dispatcher may enter this data up to 26 times in different systems. Once the dispatcher has received what is needed from each system, he/she generally does not go back and update each system when more current location information becomes available.

When questions arise about individual fires, there are often multiple answers depending upon which data source is queried for the answer. While all of the answers may be valid in their specific context, there is no authoritative data source for a consistent answer. This presents a challenge for both the interagency fire community and line management at all levels of fire management agencies and departments.

Multiple studies and analysis over the years have identified a need for a more integrated approach to managing wildland fire occurrence data. These analyses include but are not limited to:

- * National Interagency Fire Statistics Information Project (NIFSIP), September 1998
- * Fire Statistics Task Group Proposal to NWCG, August 2003

- * Report of the eGov Disaster Management Task Group to the National Fire and Aviation Executive Board, March 2006
- * Fire Occurrence Reporting System (FORS) Study for the National Fire and Aviation Executive Board, February 2007
- * National Wildland Fire Enterprise Architecture Blueprint, Version 2.0, July 2008
- * Management Efficiency Assessment of the Interagency Wildland Fire Dispatch and Related Services, August 2008

In addition to data inaccuracies, the capability to access the data and exploit it for lessons learned, planning for future events, and to inform decisions about future requirements is not readily available. The desire to execute historical analysis is a laborious process requiring considerable man-hours or the creation of “one off” initiatives to answer the question at hand. The IRWIN capability reduces this burden by ensuring data in separate applications are linkable through the use of a unique IRWIN ID stored in all partner applications.

Further complicating matters is the need to incorporate non-federal partners data. IRWIN assists with this requirement by providing a simplified, standard methodology and process for non-federal agencies to use to contribute data to the national wildland fire data set.

The IRWIN project is intended to develop an “end-to-end” fire reporting capability that provides an integrated and coordinated process for collecting and reporting wildland fire incident data on a platform that is scalable and flexible to the demands of today and the future. By interconnecting systems, new and updated information would automatically be available to different interagency systems. For some systems, data may be pre-populated and validated instead of manually being re-typed and updates are automatically available to all partner applications. Such a capability will support a number of needs and provide benefits throughout the wildland fire community, including:

- * Allow consistent reporting of data
- * Reduce duplicate entry of data
- * Identify authoritative sources of data
- * Speed access to data located in diverse source systems
- * Increase data accuracy
- * Increase the availability of data

Fire reporting is a key function of wildland fire management and can impact many processes and systems of the wildland fire enterprise, including:

- * Operations
- * Logistics
- * Public Information
- * Intelligence
- * Planning
- * Research

The IRWIN project is designed to align with national IT strategies, including:

- * NWCG Strategic Plan Version 14, Goal 5 – Program Implementation and Delivery, September 2010
- * USDA Technology Architecture Development - Architecture Guidebook, Version #1, 2010
- * 25 Point Implementation Plan to Reform Federal Information Technology Management, 2010
- * Department of the Interior FY 2011-2016 Strategic Plan Mission Area 1, Goal 4 by focusing on improved access to, timeliness, and accuracy of decision data

IRWIN is expected to provide some of the foundational cloud architecture capability for the interagency WFIT program managed between the Department of the Interior (DOI) and the US Forest Service (FS). Primary goals of WFIT are to identify opportunities for the wildland fire community to improve interagency cooperation, increase management efficiencies, and provide support to field operations.

IRWIN will support wildland fire incident information collection, management, sharing, analysis, and reporting. The goals for IRWIN are to:

- * Minimize redundant entry of fire incident data
- * Improve the consistency of data for reporting by multiple agencies
- * Provide a single point of access to timely, quality data
- * Utilize a cloud platform that is scalable and flexible to meet current and future demands.

3.0 GENERAL ASSUMPTIONS

- * The focus of IRWIN is on high-value investment opportunities (i.e. – reduction of redundant data entry, improve data quality, etc.)
- * IRWIN will fund, provided funding is available, any necessary re-engineering of participant systems to enable exchange of data through IRWIN
- * The solution development is meant to be iterative, i.e. not perfect the first time
- * No implementation will be made that creates a barrier to business workflows or encourages data silo-ing
- * IRWIN will be a trusted agent for the brokering of information between participating systems
- * Participating systems will make their contracted support personnel available to IRWIN staff during the discovery and development phase
- * IRWIN will interact with federal and non-federal applications
- * IRWIN is not transforming data – participating application are responsible for providing data in NWCG data standard compliant format
 - o In those instances where an approved NWCG data standard does not exist, the IRWIN Core Team will submit a proposed data standard based on the most common format utilized by partner applications
- * IRWIN will provision data from authoritative data sources for use by other applications

- * IRWIN is transactional in nature, i.e. focused on operational data, and is not a historical repository
- * IRWIN data will be archived at some point (to be determined) after a final fire report has been approved

4.0 EXTERNAL DEPENDENCIES AND CONSTRAINTS

- * Dependencies
 - o Partner applications enabling Extended Team member participation in the IRWIN development project
 - o NWGC data standards exist for the data IRWIN will orchestrate
 - o Participating applications comply with NWCG data standards
 - o Support from the business community and leadership as to the value of IRWIN
 - o The IRWIN Extended Teams manage their own development scope, schedule and budget within IRWIN’s overall scope, schedule and budget
- * Constraints
 - o Environment connectivity and participants application stability could potentially reduce response time for data exchange
 - o Fire season results in reduced availability of personnel to collaborate on development activities

5.0 RESOURCE REQUIREMENTS

5.1 KEY CORE AND EXTENDED TEAM ROLES

Core Team Roles	Extended Team Roles
Project Manager	Project Manager
Business Lead	Business Lead
Development Manager	System Administrator
System Architect	Database Administrator
Data Architect	Application Administrator
API/Prototype Developer	Developer
Spatial Database Designer	Security Officer
Contracting Officer	COTR
Security Officer	
Budget Analyst	

*Key roles for the Extended Team are relative to the IRWIN project, not to the overall management of the partner application.

5.2 SOFTWARE AND HOSTING ENVIRONMENT REQUIREMENTS

The IRWIN development utilizes COTS software where ever possible. The application is designed using SQL Server and ArcGIS server.

The Extended Teams are responsible for providing development and testing capabilities for data exchange through IRWIN. Ideally, each application would have a corresponding environment to conduct development and

testing activities. However, as several applications do not have multiple environments, some test and OAT activities may require additional support from the IRWIN application. This could include establishing an application presence within the IRWIN environments.

IRWIN will utilize the following environments:

Table 5.1 IRWIN Environments

Environment	Hosting Location	URL
Development	Esri	-
Test	USGS – Reston, VA	https://irwint.doi.gov
Operational Acceptance Testing (OAT) / Disaster Recover (DR)	TBD	TBD
Production	TBD	TBD

6.0 PROJECT ORGANIZATIONAL STRUCTURE

The following diagrams reflect the organization structure for IRWIN Core and Extended teams. Figure 6-1 displays the IRWIN Core Team primary roles and the individuals responsible for them. Figure 6-2 shows the relationship the Core Team has to the WFIT governance structure and the Extended Teams.

Figure 6-1 IRWIN Integrated Project Team

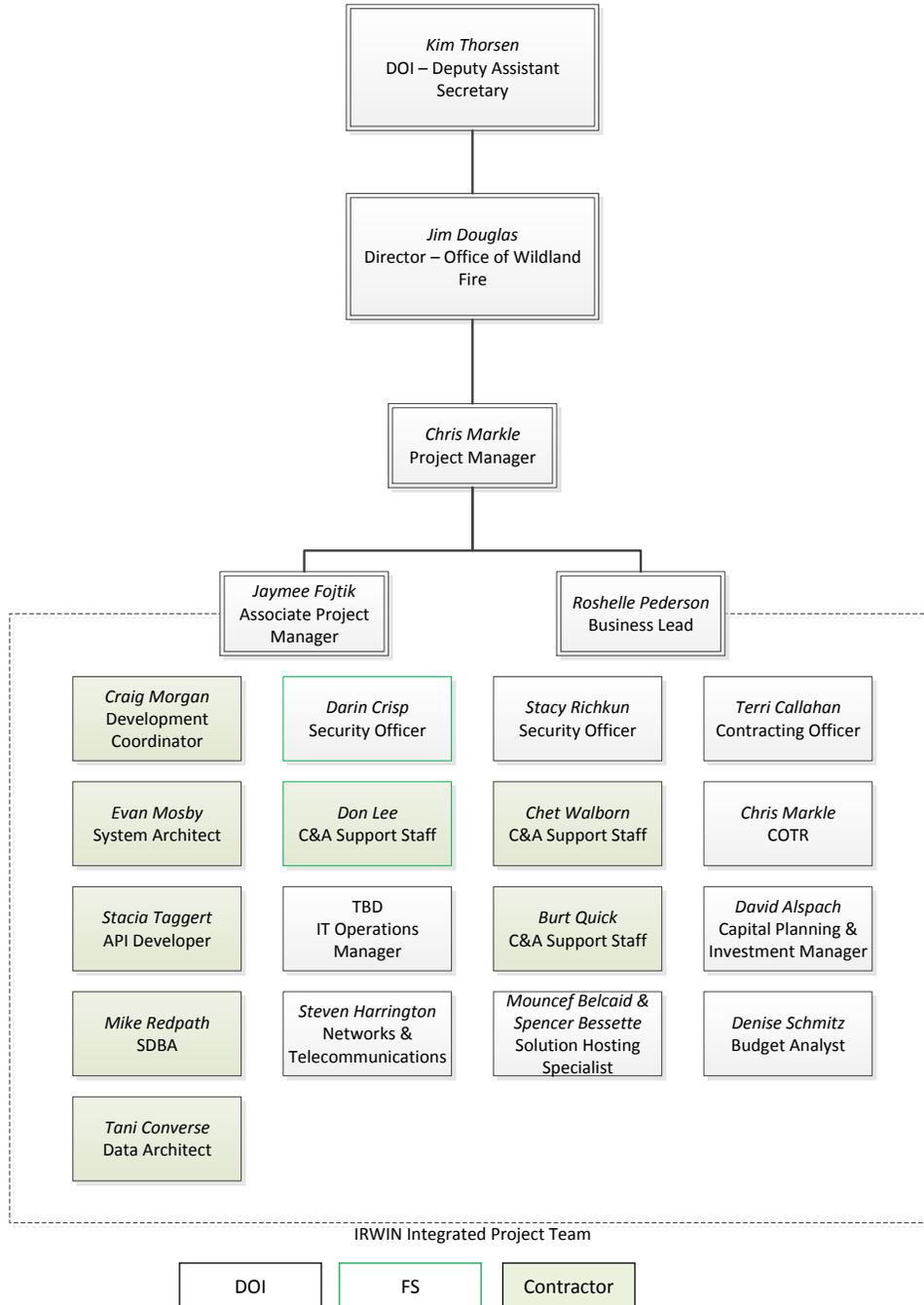
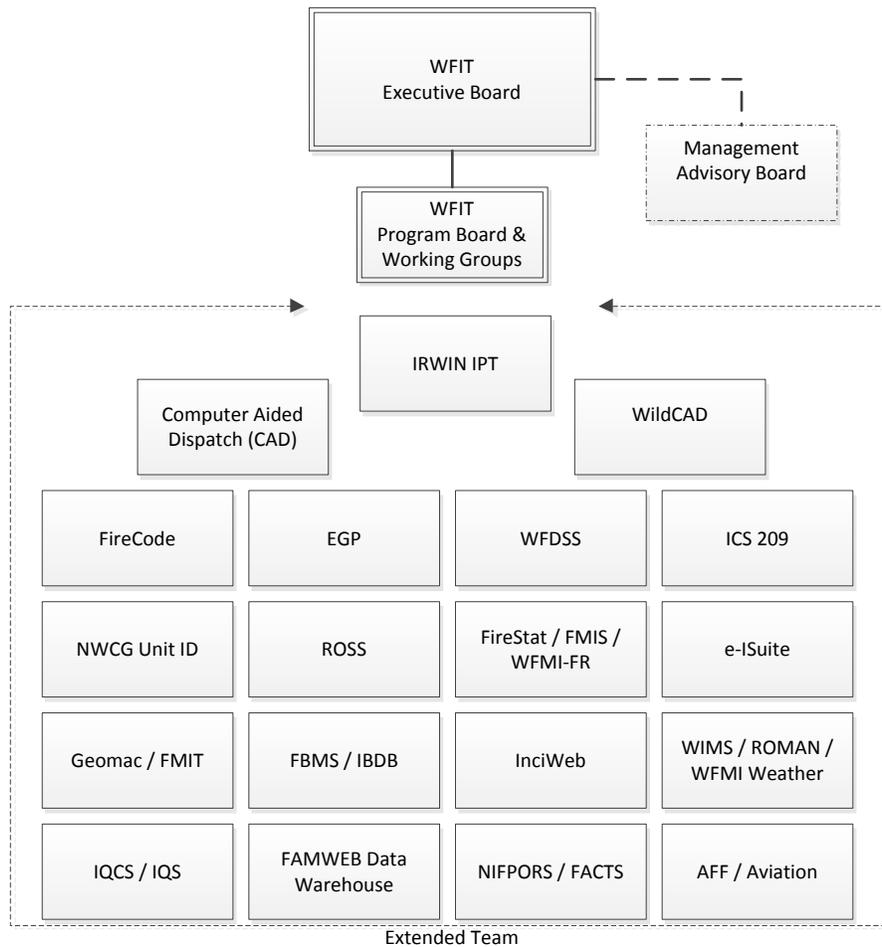


Figure 6-2 IRWIN Extended Project Team & Governance



7.0 PROJECT WORK PLAN

The IRWIN implementation methodology will be to onboard 5-6 participating applications per year for four years. The development of data exchange capabilities via IRWIN will be completed over two years with on-going Operations and Maintenance for the life of the IRWIN investment (through 2026). Participating applications and IRWIN will have a Memorandum of Agreement to govern mutual roles and responsibilities as part of Discovery, Development and Operations & Maintenance activities. A general description of anticipated mutual activities is provided below for each phase/year.

7.1 EXTENDED TEAM COORDINATION

The IRWIN Core Team will initiate discussions with an application team based on the Planned Application List and Targeted Schedule (See 8.1). Both project teams conduct an initial, high level readiness assessment based on the Extended Team application life cycle and functional business requirements. If this readiness assessment is positive, the teams will negotiate and sign a Memorandum of Agreement outlining roles, responsibilities and general timelines. Key contacts within each team are identified, documented and maintained by the Core Team. The communication process and timelines are defined and scheduled as appropriate.

IRWIN phases are based on the calendar year activities are initiated. Because of variations in application life cycles and business function, the activity schedule will differ between partners applications. The annual activities described below reflect a generalized grouping of activities.

7.2 YEAR ONE - DISCOVERY AND PROTOTYPING

In this phase, the Core Team will facilitate a series of face-to-face and virtual meetings with the Extended Team(s). These meetings will present progressive specificity in the description and cataloging of workflows, data mapping, technology and infrastructure requirements. This effort will conclude with a prototype of the data exchange activities between the two applications. Activities include:

- * Identifying partner application function and capabilities related to IRWIN data exchange
- * Capturing data dictionaries, technical artifacts, product information, infrastructure hosting, schematics, etc.
 - o Conceptual Data Model (Word doc, PDF, etc.)
 - o Data Dictionary documentation (Word doc, PDF, etc.)
 - o ER diagram (or UML Class Diagram) with entities, attributes, relationships, etc. (Visio, ER/Studio, PDF, image, etc.)
 - o Flat file data exchange sample, if any (txt, csv, xml, json)
 - o Partial or complete database backup file of Test, Dev, or Prod instance (i.e. Oracle .dmp, SQL Server .bak, .mdf, etc.)
 - o Logical model (also called the entity-relationship diagram)
 - o General Application documentation (Users guide, training materials, etc.)Infrastructure description: What environments exist (Development, Test/QA, UAT, Stage/Pre-production, Production, etc.)
- * Defining business rules, workflows with a series of face-to-face and virtual meetings
- * Prototyping key functions and structures

7.3 YEAR TWO - DEVELOPMENT AND TESTING

Based on the results of Discovery and Prototyping, the Extended Team will develop a proposal with cost estimates and timelines for necessary modifications to their application. IRWIN will provide funding (as available) and support the Extended Team as necessary. Once modifications are complete, the Extended Team and Core Team will conduct a series of tests resulting in data exchange in a production environment. Activities include:

- * Defining design artifacts to support mutual understanding of development activities
- * Developing cost estimates and issuing task order(s) if necessary for contracted work
- * Coordinating mutual access to testing environments
- * Participating in development retrospectives to review progress and coordinate activities
- * Conducting and reviewing acceptance testing
 - o IRWIN will completed internal acceptance testing (IAT) for each iterations work packages before partner applications conduct their IAT

- IRWIN will review participating applications IAT results
- User acceptance testing on all released work packages will be supported by the participating systems on their test environment
- Acceptance may be based on review of automated testing
- * Production Deployment requires:
 - IRWIN installation and deployment guide
 - Defining and documenting synchronization protocols in the event of down time or system failure
- * “Go Live” activities are governed by the following dependencies:
 - Participating systems have training materials and help desk staff enabled to reflect IRWIN integration
 - IRWIN has Tier 2 diagnostic staff to support help desk staff
 - IRWIN has system administration resources in place and trained

7.4 YEAR THREE AND BEYOND – PRODUCTION AND OPERATIONS & MAINTENANCE (O&M)

Year Three represents an on-going relationship between the IRWIN Core and Extended project teams. The teams will continue to coordinate with each other as ongoing application management may impact the partner application(s). It is anticipated that early participants in the IRWIN data exchange may be asked by the stakeholder community to make additional modifications to allow for data available from more recent additions. If this situation arises, the Extended Team and Core Team will enter condensed Discovery, Prototype and Development phases and funding negotiation. O&M activities include:

- * Maintaining each application within agreed upon Service Level Agreements (SLAs)
- * Coordinating application upgrades, refreshes and/or modifications and any associated down time
- * Maintaining user guides and help desk products

7.5 USER'S GUIDES AND HELP DESK FUNCTIONS

IRWIN's primary function is to orchestrate data between applications. The limited user interface primarily supports administrative roles. The most visible effect of the IRWIN capability will be within individual applications exchanging data through IRWIN. For example, some fields may not be editable and the conflict detection and resolution processes may be different. Help desk process will be affected as support staff will need to understand what data is being exchanged and what to do if connectivity between partner applications or IRWIN is slow or down. The Core Team will coordinate IRWIN help desk activities with existing help desks within the wildland fire community.

At a high level, the following roles are anticipated for support of IRWIN O&M:

- * Tier 1 Support (Help Desk)
 - Issues with IRWIN functionality will most likely be identified through a partner application interface, i.e. data not available or updates not reflected, etc.
 - Help desk personnel will:
 - Define

- Replicate
 - Document
 - Report
- If the help desk cannot resolve the issue or confirms that communication between a given application and IRWIN is not occurring as expected, they will elevate the help desk ticket to the IRWIN Analyst for resolution.
- * Tier 2 Support (IRWIN Analyst)
 - The IRWIN Analyst will be responsible for:
 - providing diagnostic support to the help desk
 - notifying partner applications of issues and expected resolution
 - notifying users of issues and expected resolution
 - elevating issues to the System Administrator as appropriate
- * System Administration(SA)
 - If the IRWIN Analyst cannot resolve the issue, it is elevated to the SA.
- * Timelines will be determined for response, resolution or elevation at each tier
- * All partner applications will have clearly identified Points of Contact (POC) for the IRWIN Analyst and SA to coordinate with to resolve issues
- * Notifications will be made to stakeholders identifying the issue, if known, and indicating expected resolution timelines
- * Synchronization protocols will be activated once connectivity is restored

All IRWIN Help Desk requirements will be coordinated with existing help desk services.

8.0 SCHEDULE AND MILESTONES

8.1 IRWIN PARTNER APPLICATIONS AND ESTIMATED ENGAGEMENT TIMELINES

The following applications are priorities for data exchange through IRWIN. The associated dates are based on current understanding of priority and ability to integrate. These will be adjusted, as needed, based on stakeholder and application team input.

Table 8-1 IRWIN Partner Applications and Estimated Engagement Timelines

System	Discovery	Development	O&M
WildCAD	2012	2013	2014
FireCode	2012	2013	2014
SIT209	2012	2013	2014
EGP	2012	2013	2014
WFDSS	2012	2013	2014
NWCG UNIT ID	2013	2014	2015

IFM (Alaska CAD)	2013	2014	2015
Altaris CAD	2013	2014	2015
e-ISuite	2013	2014	2015
ROSS	2013	2014	2015
Unified Incident Command Decision Support (UICDS)*	2013	TBD	TBD
ROSS (cont'd)	2014	2015	2016
WFMI – FR	2014	2015	2016
FMIS	2014	2015	2016
FireStat	2014	2015	2016
Data Warehouse	2014	2015	2016
NFPORS / FACTS	2015	2016	2017
Weather	2015	2016	2017
Aviation	2015	2016	2017
Inciweb	2015	2016	2017
GeoMAC / FMIT	2015	2016	2017
CAD Lite	Will be brought in when available or when time/funding allows.		

*UICDS is a freeware tool developed by the Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA) to facilitate the sharing of data between emergency response and management agencies. Working with the National Association of State Foresters (NASF) we intend to develop sufficient understanding of UICDS to produce a requirements document for non-federal agencies who utilize UICDS to exchange data with IRWIN. IRWIN would not provide funding to these agencies to enable the capability in UICDS. Discover and documentation of this capability will target a large state, like TX or FL, a small state like ND and potentially a local emergency management agency, like Idaho Department of Transportation.

8.2 IRWIN GENERAL ITERATION SCHEDULE

The IRWIN Core Team will utilize the following general development schedule:

Table 8-2 IRWIN General Iteration Schedule

Task Name	Duration
IRWIN Iteration	28-31 Days
Backlog Grooming	1 day
Iteration Planning Meeting	1 day
Task Completion / Defect Resolution	25-28 days
Retrospective	1 day

8.3 PROJECT TASKS AND MILESTONES FOR INITIAL DEVELOPMENT

The following is the timeline for infrastructure enablement and development promotion for the IRWIN year one system. It includes notation of the expected release patterns (initial and go live):

R1 – Initial Release
R2 – Production “Go Live” Release

Each of these steps includes abbreviation of the roles of the participants involved in supporting those steps. The abbreviations are related to the following positions:

Role	Code
Applications Administrator	A
Business & Data SMEs	B
Certification & Accreditation staff	C
Developer	D
Help Desk staff	H
Infrastructure Administrator	I
Release Manager	R
Tester	T

The System Administration role is not noted specifically, as this role is applicable at all stages. This does not include any information regarding year one prototyping or any year two activities.

Table 8-3 IRWIN Year One Schedule Overview

Year One Schedule	2013						2014					O&M
	Jan-Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
Development	A	A	A	A	A							
	B	B	B	B	B							
	D	D	D	D	D							
	I	I	I	I	I							
Testing		A	A	A	A	A	A	A	A	A		
		B	B	B	B	B	B	B	B	B		
		D	D	D	D	D	D	D	D	D		
		T	T	T	T	T	T	T	T	T		
Operational Acceptance Testing / Disaster Recovery					A		A		A*			
					B		B	H	B			
				I	H	H	H		H	H	H	
					R		R	C	R*			
					T		T		T*			
Production						I	A		A			
							R	C	H	H	H	
							T	H	R			
								T				

*Enabling / Verification of Disaster Recovery capability

8.4 KEY DOCUMENTATION INITIAL RELEASE SCHEDULE

In addition to the development and deployment schedule, specific milestones have been laid out for supporting documentation:

Table 8.4 Key Documentation Initial Release Schedule

Milestone	Tasks
July 2013	IRWIN – Integration Specifications IRWIN – Data Dictionary
September 2013	IRWIN – Release Management Plan IRWIN – Test Plan
October 2013	IRWIN – Installation Guide
December 2013	IRWIN – Operations & Maintenance Guide

9.0 ACCEPTANCE MANAGEMENT

The Agile methodology employed for this is based on acceptance-driven development. Each user story (task) will have acceptance defined and reviewed for acceptance within an iteration or during a retrospective. Additional documentation of this process is available in the Release Management Plan, Test Plan and Installation Guide.

9.1 INTERNAL ACCEPTANCE

The IRWIN API will be deployed to the Test environment and test cases run against it to produce reports for review and acceptance by the IRWIN Core leadership.

9.2 EXTENDED ACCEPTANCE

Extended acceptance will be completed in two discrete ways:

- * In the IRWIN Test environment, individual systems will use test cases (produced by the individual system and validated by the IRWIN Core Team) to evaluate and accept the ability to communicate to / from the IRWIN API.
- * Once each system has tested and accepted the iterations IRWIN API, the Release Package will be promoted to OAT. OAT Testing will include additional system-to-system testing (produced by the IRWIN Core Team and validated by the individual systems).

10.0 MONITORING AND CONTROL

The project status will be monitored on a monthly basis, including project priorities re-alignment and project budget review. The project priorities will be defined in the project grooming and planning activities. The project budget will be defined through monthly invoicing and monthly project status reports.

11.0 COMMUNICATIONS PLAN

11.1 COMMUNICATIONS PROTOCOL

The communication goal of the IRWIN Project Team is to provide relevant, accurate and consistent information to the organizations at all times. Effective communication with stakeholders will encourage support and cooperation and also allow the project to accomplish its goals. This communication goal will be accomplished through the following activities:

- * Dissemination of information on planned project activities, progress during performance and results through the communication channels outlined in this plan are implemented to establish interagency support; and
- * The IRWIN Project Team maintains an open door policy to all project stakeholders. Answers to questions and responses to concerns will be addressed as quickly and completely as possible.

Additional information is available in the IRWIN Communication Framework which outlines standard operating procedures for communication within the project, with management and IRWIN stakeholders.

11.2 COMMUNICATION DOCUMENTS AND FREQUENCY

Effective communication is an essential component of project success. Table 11-1 below identifies the communication documents for the IRWIN project, the primary recipients of the documents, the person(s) responsible for creating and updating the documents, and the frequency of document updates.

Table 11-1. IRWIN Project Communication Matrix

Document	Recipients	Responsibilities	Update frequency
Executive status report	Executive Sponsors/ WFIT Executive Board	Project Manager	Quarterly or as needed
Departmental Weekly Report Contribution	Departments, Agency Directors	Project Manager	As needed
Briefing paper(s)	IRWIN Stakeholders	Business Lead and Communication Director	As needed
WFIT Executive Board (EB) Decisions/Action Items	IRWIN Stakeholders	Communication Director	Following the Executive Board Meetings
Wildland Fire Planning and Decision Support Newsletter	Stakeholders	Communication Director	Following the Executive Board Meetings
Risk management document	Executive Sponsors, Integrated Project Team, IRWIN Governance (WFIT Executive Board)	Project Manager	Quarterly
Issue management document	Executive Sponsors, Integrated Project Team	Project Manager and Business Lead	Monthly and Quarterly
Change control document	Project Manager	Change Control Board (CCB)	As needed
Project schedule	Project Team, Investment Review Boards (IRB,	Project Manager	As needed

Document	Recipients	Responsibilities	Update frequency
	IRDB)		
Project charter	Executive Sponsors, Project Team	Project Manager	As needed
Acquisition Plan	Executive Sponsors, Project Team	Project Manager	Quarterly
Implementation plan	Executive Sponsors, Project Team,	Project Manager	Beginning of each Deployment Release
Integration Partners Progress Reports	Systems PMs and Business Leads	Business Lead	Monthly or as needed
IRWIN Briefings	Line Officers of the agency/bureaus, stakeholder groups	Business Lead and Project Manager	As needed
IRWIN Portal/Website Updates	IRWIN Users	Communication Director	As needed
IRWIN Communication Strategies	Project Team	Communication Director	As needed

12.0 RISK MANAGEMENT

12.1 EXISTING PROJECT RISKS

The list below is a summary of critical risks for each risk area identified in the Exhibit 300 IRWIN Project Risk Register.

12.1.1 Business

- * Agency efforts to consolidate IT resources (example: DOI IT Transformation) reduces the support and capabilities of interagency applications
- * Failure to utilize standardized operations or technical process for development, testing, and release across all applications exchanging data through IRWIN
- * Inadequate planning and testing by the IRWIN Core and Extended Teams

12.1.2 Dependencies and Interoperability

- * Incompatible database settings between applications
- * Incompatible COTS when applications use the same software but different versions
- * Conflicting COTS settings when application specifications use the same software and version
- * COTS interaction capability unknown (COTS products currently or planned for use by multiple applications: Websphere, Cognos, Oracle, etc.)
- * No integration between applications, thus failing to reduce inefficient processes through elimination of duplicative data entry

12.1.3 Feasibility

- * The scope of the project exceeds the ability to produce it within the timeframes and funding constraints.

12.1.4 Initial Costs

- * Modifications to partner applications cost more than initial estimates

12.1.5 Lifecycle Costs

- * Lack of funding to complete project

12.1.6 Organizational and Change Management

- * Extended team members are not committed to success
- * Business community fails to modify processes to adapt to a data exchange environment

12.1.7 Schedule

- * The complexity of the implementation effort is greater than planned

12.1.8 Security

- * Certification and Accreditation is not completed in a timely manner delaying or preventing implementation

12.1.9 Technical

- * Software products are not mature
- * System design does not employ the latest standards in technology
- * Skilled resources are not available to support the product
- * Vendors are unstable, including their software and related tools and services

12.2 MITIGATION PLAN AND ACTIONS

Each risk identified in the Exhibit 300 IRWIN Project Risk Register has an associated mitigation action. In general, the risks identified in 12.1. Existing Project Risks will be mitigated through the following actions:

- * Develop, maintain and implement a project communications plan
 - o Utilize a variety of communication mediums – website, conference calls, face-to-face meetings, etc.
- * Practice transparency in the planning, development, and implementation phases of the project
 - o Provide clear and complete documentation and guidance
 - o Engage the business community in critical decisions
- * Conduct an Independent Baseline Review of the project plan and technical solution
- * Engage IT Security and C&A staff early and often
- * Review each risk item identified in the Exhibit 300 Risk Register with a focus on M / T / A / I once the requirements task is complete and vendor activity is underway for system design

- * Prototype with partner applications to identify the most cost effective and least burdensome development and implementation strategy

13.0 APPENDIX A - ACRONYMS

Acronym	Description	URL
AMD	U.S. Department of the Interior National Business Center's (NBC) Aviation Management U.S. Department of the Interior National Business Center's (NBC) Aviation Management Directorate (AM) Directorate	http://amd.nbc.gov/
AQM	Acquisition Management (AQM)	http://www.fs.fed.us/business/
ASCADS	Automated Sorting, Conversion, and Distribution System (ASCADS)	
BPA	Blanket Purchase Agreement	http://www.quotient-inc.com/about/contract-vehicles
C&A	Certification and Accreditation	
CAD	Computer Aided Dispatch	
COTR	Contracting Officer Technical Representative	
CPIC	Capital Planning and Investment Control (CPIC)	
DSD	Data Structure Diagram	
EGP	NWCG Enterprise Geospatial Information Portal (EGP)	
ERC	Energy Release Component (ERC)	
ERD	Entity-relationship diagram, or Entity-relationship model (ER model for short)	
EROS	The Earth Resource Observation Systems (EROS) Data Center	
FAMWEB	The Fire and Aviation Management Web Applications web site brings together a variety of applications, tools, and services related to interagency fire and aviation management managed by the National Wildfire Coordinating Group (NWCG) and participating agencies.	https://fam.nwcg.gov/fam-web/
FBMS	Financial and Business Management System The Financial and Business Management System (FBMS) is the cornerstone to the Department of the Interior's future. It is key to the department's financial ...	http://www.doi.gov/pmb/fbms/index.cfm
FDCC	Federal Desktop Core Configuration	http://nvd.nist.gov/fdcc/index.cfm
FIMT	Fire Incident Mapping Tools (FIMT) is an extension for ArcGIS ArcMap versions 10.0, 9.x, and originally in 8.3.	http://gacc.nifc.gov/rmcc/fire_incident/index.html
FireCode	USDA/DOI FireCode System	https://www.firecode.gov
FMP		
FMU		
FPA	Fire Program Analysis?	
GACC	Geographic Area Coordination Center (GACC)	http://gacc.nifc.gov/

gEMS	Government Enterprise Messaging Services System (gEMS) consolidates email and “project collaboration” systems used in the USDA. All USDA agencies are scheduled to migrate to gEMS by the end of this calendar year or soon thereafter.	http://www.swfsamigos.org/uploads/other_news/ASC%20Newsletter%20July%20v1.pdf
GSC	NWCG Geospatial Subcommittee (GSC) (formerly the Geospatial Task Group (GTG))	
GSS	General Support System	
HSPD-12	Homeland Security Presidential Directive 12 (HSPD-12)	
I&T	Information & Technology	
IBC	Interior Business Center (IBC is the new NBC)	http://www.doi.gov/ibc/index.cfm
IBDB	Incident Business Database (IBDB) - pronounced "Ibby Dibby", based in Albuquerque	
ICS 209	(NWCG) Situation Report/Incident Summary Report (SIT/209)	http://famweb.nwcg.gov/
IMSR	Incident Management Situation Report (wildland fires)	http://www.nifc.gov/nicc/sitreprt.pdf
IQCS	Incident Qualifications and Certification System (IQCS) is an information system that tracks training and certifications for Wild land Firefighters. IQCS is an Interagency application that allows the sharing of Wild land Firefighter training and certification data across all involved agencies (BLM, NPS, BIA, FWS, and the USFS).	http://iqcs.nwcg.gov/main/about.html
IRB	Investment Review Board (<i>see IWF-IRB and</i>)	
IRWIN	Integrated Reporting of Wildland-Fire Information	
IWF-IRB	Interagency Wildland Fire Investment Review Board (IWF-IRB)	
KPIs	key performance indicators	
NAP	NESS Authentication Portal	
NARA	National Archives and Records Administration (NARA)	
NASF	National Association of State Foresters (NASF)	
NBC	National Business Center (NBC)	
NESS	National Enterprise Support Services (NESS) NESS is composed of: 1.) NESS-DFC FAM Application Development Environment which is located at the Denver Federal Center (DFC) in Lakewood, CO 2.) NESS-NITC the National Information Technology Center (NITC) in Kansas City, MO 3.) NESS-EROS the Earth Resources Observation and Science Center (EROS) in Sioux Falls, SD	
NFDRS	National Fire Danger Rating System, example: NFDR Models	http://www.fs.fed.us/fire/planning/nist/nfdr.htm

NFES	National Fire Equipment System (NFES)	
NFFL	Northern Forest Fire Laboratory (NFFL), example: NFFL Fuel Model	
NFIRS	National Fire Incident Reporting System (NFIRS)	http://nfirs.fema.gov/
NFPORS	National Fire Plan Operations and Reporting System (NFPORS)	https://www.nfpors.gov/
NICC	National Interagency Coordination Center	http://www.nifc.gov/nicc/
NIFC	The National Interagency Fire Center, located in Boise, Idaho, is the nation's support center for wildland firefighting. Eight different agencies and organizations are part of NIFC.	http://www.nifc.gov/
NIMS	National Incident Management System	http://www.fema.gov/txt/nims/nims_ics_posi_on_paper
NIST	National Institute of Standards and Technology	www.nist.gov
NITC	National Information Technology Center. Located in Kansas City, MO.	
NMAC	The National Multi-Agency Coordination Group (NMAC)	
NOC	BLM > National Operations Center (NOC)	http://www.blm.gov/noc/st/en.html
NWCG	National Wildfire Coordinating Group (NWCG)	http://www.nwcg.gov/
NWFEA	NWFEA - National Wildland Fire Enterprise Architecture	www.nwcg.gov/nwfea/
O&M	Operation and Maintenance	
OAT	Operational Acceptance Testing	
OIS	NWCG Organization Information System (OIS).	
OMB	Office of Management and Budget	
OWF	Office of Wildland Fire	
PLSS	The Public Land Survey System (PLSS)	http://nationalatlas.gov/articles/boundaries/a_plss.html
PSA	Predictive Service Areas (PSAs)	
RAWS	Remote Access Weather Station – Program Office located at NIFC	
RMGSC	Rocky Mountain Geographic Science Center	
ROMAN	Real-time Observation Monitor and Analysis Network (Univ of Utah)	http://raws.wrh.noaa.gov/roman
ROSS	Resource Ordering and Status System	http://ross.nwcg.gov
RSAC	The Forest Service's Remote Sensing Applications Center (RSAC) is in Salt Lake City, Utah, co-located with the agency's Geospatial Service and Technology Center.	http://www.fs.fed.us/eng/rsac/
SCI	Stratified Cost Index (SCI) is a cost model that assists in predicting wildland fire costs for fires starting on federal jurisdiction that exceed 300 acres	http://wfdss.usgs.gov/wfdss_help/WFDSS_Help_SCI.html
SIT/209	(NWCG) Situation Report/Incident Summary Report (SIT/209)	http://famweb.nwcg.gov/
UICDS	Unified Incident Command and Decision Support (UICDS) is a national middleware framework to enable information sharing and decision support among commercial, academic, volunteer, and government incident management	http://www.uicds.us/

technologies used across the country to prevent, protect, respond, and recover from natural, technological, and terrorist events.

USDA	United States Department of Agriculture	
WFDSS	Wildland Fire Decision Support System	http://wfdss.usgs.gov/wfdss/WFDSS_Home.shtml
WFMI	Wildland Fire Management Information system	http://www.nifc.blm.gov
WildCAD	The Wildfire Computer Aided Dispatch system supports the dispatch of initial attack resources to fires, and provides assistance for other, all-risk incident types.	http://bighorn.info/