Project Management Plan

Prepared by: IRWIN Core Team

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Version: 5.0

Change/Review History		
Date	**Description**	**Person Responsible**
6/5/13	Initial Draft of Plan	Roshelle Pederson / Craig Morgan
7/5/13	Addition of Project Charter	Jaymee Fojtik / Craig Morgan
7/18/13	Addition of Project Risk	Chris Markle / Craig Morgan
7/24/13	Edits: General formatting and wordsmithing; ensured alignment of management plan and Memorandum of Agreement for Extended Teams; updated Integrated Project Team; generalized IRWIN Core Team Development Schedule; summarized risk table	Roshelle Pederson
3/10/15	Update Plan to align with current Goals and Objectives	Jaymee Fojtik / Craig Morgan
12/3/15	Update Plan to align with current V3 Goals and Objectives	Jaymee Fojtik / Craig Morgan
6/8/16	Update Plan to align with current V4 Goals and Objectives	Jaymee Fojtik / Craig Morgan
6/19/17	Update Plan to align with current V5 Business Plan	Jaymee Fojtik / Craig Morgan

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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

Primary Author	Role/Title	E-mail Address	Phone Number
Craig Morgan	Development Coordinator	cmorgan@esri.com	909-747-7437

Contributing Author	Role/Title	E-mail Address	Phone Number
Jaymee Fojtik	Project Manager	Jaymee_Fojtik@ios.doi.gov	208-334-6191

1.4 RELATED DOCUMENTS

Reference materials from which this project plan has derived some of its content.

- IRWIN – Integration Specifications
- IRWIN – Release Management Plan
- IRWIN – Test Plan

1.5 DOCUMENT REVISION HISTORY

Version	Description	Author	Date
0.1	Initial Input	Craig Morgan	5/15/2013
1.0	Year One Project Management Plan	Roshelle Pederson, Chris Markle, Jaymee Fojtik, Craig Morgan	7/18/2013
1.1	Revision to create more general document to extend lifecycle. Added year specific appendix	Roshelle Pederson	7/24/2013
2.0	Initial Revisions for Year Two	Craig Morgan	12/14/2014
2.1	Revisions for Year Two	Jaymee Fojtik	3/20/2015
3.1	Revision for Year Three	Craig Morgan and Jaymee Fojtik	12/3/2015
4.0	Revision for Year Four	Craig Morgan and Jaymee Fojtik	6/8/2016
5.0	Revision for Year Five	Craig Morgan and Jaymee Fojtik	6/19/2017

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.

REQUIREMENTS & TESTING BACKLOG

Work Products that are developed using requirements for the business or defects reported by the Core and Extended Teams, as well as the Wildland Fire community – are stored in backlogs for iterative revision and action. These backlogs include:

- Business
- Development

IRWIN GROOMING

The team meets regularly to “groom” the backlog. The intent of these meetings is to ensure that the backlog remains populated with items that are relevant, detailed and estimated to a degree appropriate with their priority, and in keeping with current understanding of the project or product and its objectives. The meeting will be organized by the Product Owner, with the Business Lead and Product Owner are essential, with the Technical Lead being recommended and other staff included as needed.

IRWIN RETROSPECTIVE

The purpose of the retrospective is to inspect and adapt their work products, teamwork, and methods. The Retrospective will include 2 components – the Demonstration & Review. This will be completed on the Test environment. The meeting is organized by the Scrum Master, with the Core Team manditory to attend.

IRWIN PLANNING REVIEW

The purpose of the iteration planning review is for the IRWIN Core Team to review the priority user stories the technical team has been able to commit to for that iteration. This meeting is organized by the Scrum Master, and is often done as part of a regular meeting or after the Retrospective.

IRWIN STANDUPS

The IRWIN standups are used as part of the stabilization of IRWIN Core Team development efforts and to support Extended Team integration of those efforts. They will be organized by the Scrum Master, and have a cadence appropriate to deployment. Non deployment cycles will have weekly standups, with cycles nearer deployment being daily (exact date to be determined – generally early in the calendar year). Attendance will be mandatory for the IRWIN Core Team, with Extended Team attending deployment stand ups.

Additional acronyms are available in Appendix A.

2.0 PROJECT PURPOSE AND OBJECTIVES

The IRWIN service is a Wildland Fire Information and Technology (WFIT) affiliated investment, intended to enable an "end-to-end" fire reporting capability. IRWIN is tasked with providing data exchange capabilities between existing applications used to manage data related to wildland fire incidents.

IRWIN is focused on the goals of reducing redundant data entry, identifying authoritative data sources, and improving the consistency, accuracy, and availability of operational data.

Historically, data were entered into many unique systems. Often, basic fire information, like location, size, environmental conditions, and resources, was 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 was entered into operational systems, while the original, outdated data remained in the supporting systems. Users tended to query systems they are most familiar with and consequently, may not have accessed 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 arose about individual fires, there were often multiple answers depending upon which data source was queried for the answer. While all of the answers were valid in their specific context, there was no authoritative data source for a consistent answer. This presented 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 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 was not readily available. The desire to execute historical analysis was a laborious process requiring considerable hours or the creation of "one off" initiatives to answer the question at hand. This Data Integration Service capability reduces this burden by ensuring data in separate applications are linkable through the use of referential integregrity of a unique ID stored in all partner applications.

Further complicating matters was 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 enable 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 supports 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 provides 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 supports 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 the Data Integration Service 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
- Data Integration Service 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
- The Data Integration Service will interact with federal and non-federal applications

- IRWIN does not transforming data – participating application are responsible for providing data in NWCG data standard compliant format
    - 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
- The Data Integration Service 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
- Data from the Integration Service will be archived at some point (to be determined) after a final fire report has been approved

4.0 EXTERNAL DEPENDENCIES AND CONSTRAINTS

- Dependencies
    - Partner applications enabling Extended Team member participation in the IRWIN development project
    - NWGC data standards exist for the data IRWIN will orchestrate
    - Participating applications comply with NWCG data standards
    - Support from the business community and leadership as to the value of Data Integration Services
    - The IRWIN Extended Teams manage their own development scope, schedule and budget within IRWIN's overall scope, schedule and budget
- Constraints
    - Environment connectivity and participants application stability could potentially reduce response time for data exchange
    - Fire season results in reduced availability of personnel to collaborate on development activities
    - Readiness of Extended Team systems during the development and testing process to allow Extended Team users to participate in validating the quality of the work products.
    - Business alignment with project goals, schedules and scope

5.0 RESOURCE REQUIREMENTS

5.1 KEY CORE AND EXTENDED TEAM ROLES

Key Core Team Roles	Key Extended Team Roles*
Project Manager	Project Manager
Business Lead	Business Lead
Product Owner	System Administrator
Technical Lead	Database Administrator
Scrum Master	Application Administrator
Database Designer	Developer
Data Architect	Security Officer
API Developer	COR
Observer Developer	Data Steward
Development Coordinator	
Contracting Officer	
Security Officer	
Budget Analyst	
Hosting Lead	
Infrastructure Architect	
Implementation Lead	
Implementation 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 wherever possible. The application is designed using SQL Server, ArcGIS server and ArcGIS Online.

IRWIN uses the following environments:

Table 5.1 IRWIN API Environments

Environment	Hosting Location	URL
Development	Esri	Internal
Test	Amazon Cloud – West Coast Data Center	https://irwint.doi.gov
Operational Acceptance Testing (OAT)	Amazon Cloud – West Coast Data Center	https://irwinoat.doi.gov
Production	Amazon Cloud – West Coast Data Center	https://irwin.doi.gov

Each application that partners with IRWIN for data exchange should have a corresponding environment to conduct development and testing activites in.

Table 5.2 IRWIN Console Environments

Environment	Hosting Location	URL
Development	Esri	Internal
Test	Amazon Cloud – East Coast Data Center	https://irwint-console.doi.gov
Operational Acceptance Testing (OAT)	Amazon Cloud – East Coast Data Center	https://irwinoat-console.doi.gov
Production	Amazon Cloud – East Coast Data Center	https://irwin-console.doi.gov

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

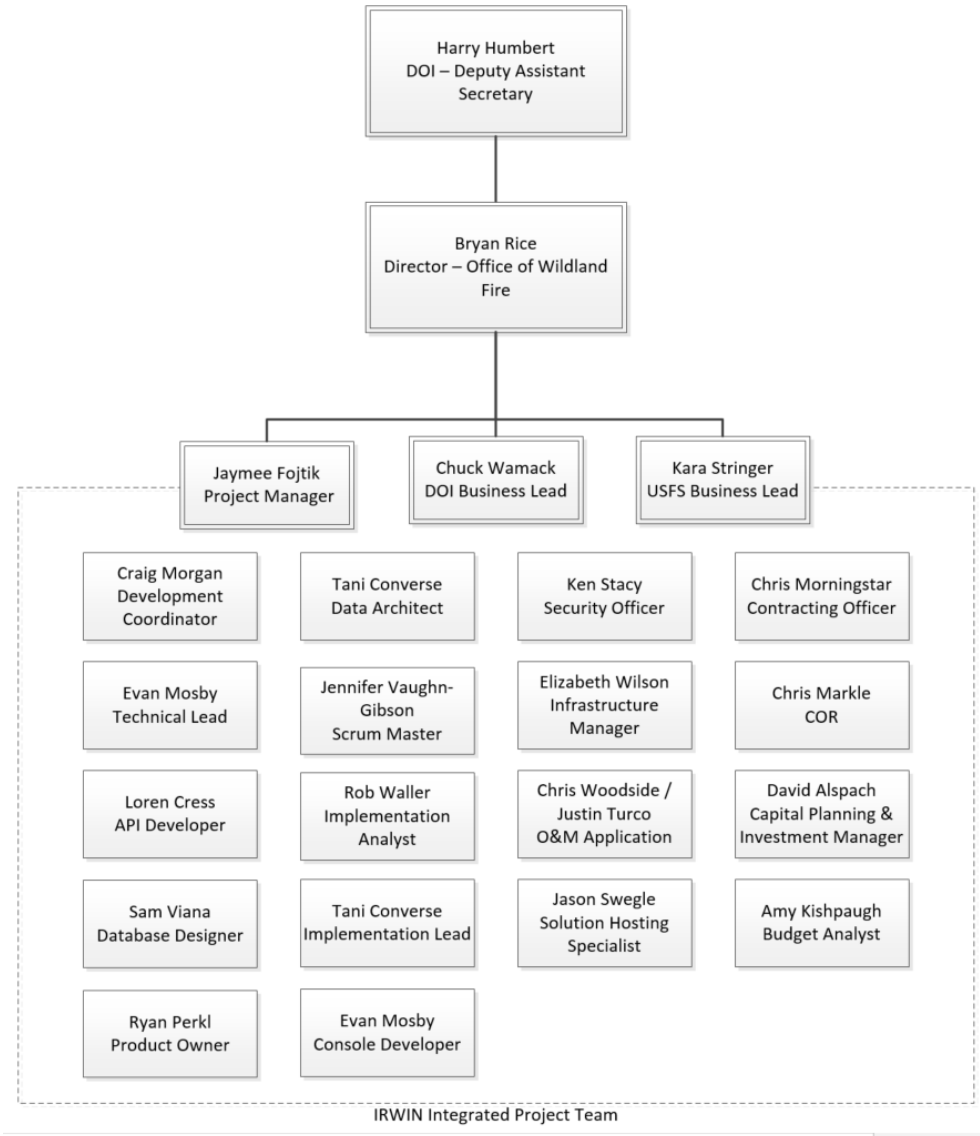
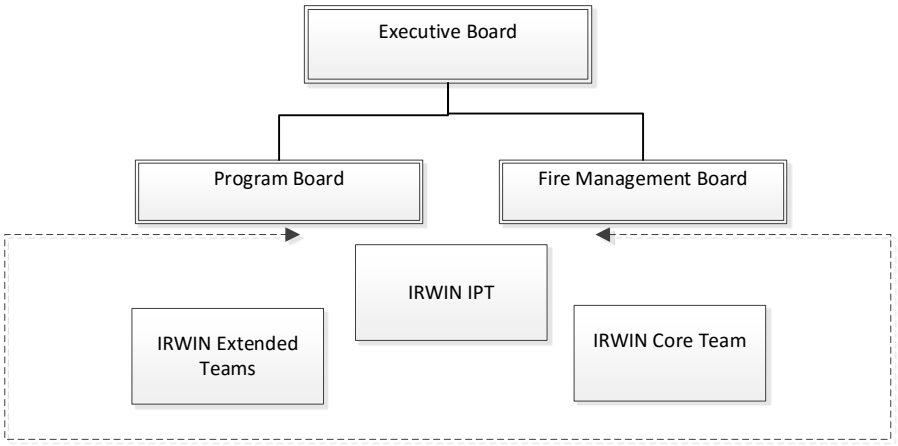


Figure 6-2 - IRWIN Extended Project Team & Governance



7.0 PROJECT WORK PLAN

The implementation methodology was 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.

7.1 EXTENDED TEAM COORDINATION

IRWIN 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 (Scope)
- Milestones (Schedule)
- Key contacts

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 and contract life cycles as well as business function, the activity schedule will differ between partners applications. The annual activities described below reflect a generalized grouping of activities.

7.2 DISCOVERY AND PROTOTYPING

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.
    - Conceptual Data Model (Word doc, PDF, etc.)
    - Data Dictionary documentation (Word doc, PDF, etc.)
    - ER diagram (or UML Class Diagram) with entities, attributes, relationships, etc. (Visio, ER/Studio, PDF, image, etc.)
    - Flat file data exchange sample, if any (txt, csv, xml, json)
    - Partial or complete database backup file of Test, Dev, or Prod instance (i.e. Oracle .dmp, SQL Server .bak, .mdf, etc.)
    - Logical model (also called the entity-relationship diagram)
    - 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

Outcomes of the Discovery process will be that each Extended Team will produce:

- Design document
- Scoping document
- Milestones

7.3 DEVELOPMENT, TESTING & ACCEPTANCE

7.3.1 API Read Write Capability

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:

- Developing cost estimates and issuing task order(s) if necessary for contracted work
- Defining design artifacts to support mutual understanding of development activities
- Coordinating mutual access to testing environments
- Participating in development retrospectives to review progress and coordinate activities
- Conducting and reviewing integration and user testing
    - IRWIN will complete internal acceptance testing (IAT) for each iterations work products before notification of releasable product on the Test Environment for Extended Team functional testing
        - IAT may be based on review of automated testing
    - Integration testing will be based primarily on Extended Team scenarios that test the interaction between systems and workflows that focus on data transmission between those systems
    - User testing on all released work packages will be supported by the participating systems on their pre-production environment
- Production Deployment requires:
    - IRWIN Integration Specification updates
    - Defining and documenting synchronization proctocals 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

7.3.2 API Read Only Capabilty

The Read systems will use the Integration Specification to understand how to reengineer to read IRWIN data. Read systems will receive credentials to the OAT environment that can be used to test the reengineering efforts. Optionally, Read systems can also participate in the annual Integration Testing session. If the Read systems is unable to attend the annual

Integration Testing, additional checkins & milestones will be developed mutually to ensure readiness and success in moving to Production.

7.3.3 Console Capability

The console suite of tools is developed for the community to monitor the health of system interaction and support administration and documentation. The suite of tools is being developed based on that communities requirements, expressed as User Stories that are developed and the resulted work product (new features and resolved issues) are promoted from Test to OAT and eventually Production. This cycle is dynamic (does not follow any annual release pattern of the API), and testing is completed on the Test environment via review of the acceptance criteria / User Story benefit in order to gain acceptance as part fo the monthly Retrospective demo's. Acceptaed work products will be promoted to OAT for SME review and community input on promotion to Production.

7.4 PRODUCTION AND OPERATIONS & MAINTENANCE (O&M)

7.4.1 API O&M

The IRWIN Core and Extended 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
- Participating in ongoing Integration & User testing

7.4.2 Console O&M

The IRWIN Core Team will support the suite of tools that provide support for O&M activities. These tools include:

- Maintaining each tool within the suite to support the agreed upon Service Level Agreement (SLA)
- Coordinating application upgrades, refreshes and/or modifications and any associated down time
- Maintaining user guides and feedback 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 affect 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 following roles are anticipated for support of IRWIN O&M:

- Tier 0 (if applicable) Consolidated Help Desk
  - 1st line of troubleshooting for issues identified by users
- Tier 1 Support (IRWIN 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 can not 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 Development Team)
  - 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
- Tier 3 Support (IRWIN Development Team)
  - If the IRWIN Analyst can not 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

8.0 SCHEDULE AND MILESTONES

8.1 DATA INTEGRATION SERVICES PARTNER APPLICATIONS & ENGAGEMENT TIMELINES

The following applications are priorities for data exchange through the Data Integration Services. The associated dates are based on current understanding of priority and ability to integrate. These will be adjusted, as needed, based on business, stakeholder and Extended Team input.

Table 8-1 Planned Partner Engagements for V5

System	Integration Pattern	Implementation Year	Integration Type
NIFC ArcGIS Online	Incident API	2018	ReadWrite
INFORM	Incident API	2018	ReadWrite
Incident Qualification System (IQS)	Incident & Resource API	2018	ReadWrite
Incident Qualifications and Certification System (IQCS)	Incident & Resource API	2018	ReadWrite
Fuels Capability (NFPORS / FACTS / IFTDSS)	Incident API	2018/9	ReadWrite
State of Maine	Incident API	2018	ReadWrite
State of Ohio	Incident API	2018	ReadWrite
ITEAM	Incident API	2018	ReadOnly
Integrated Resource Ordering Capability (IROC)	Incident & Resource APIs	2019	ReadWrite

8.2 IRWIN GENERAL ITERATION SCHEDULE

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

Table 8-2 IRWIN General Iteration Schedule

Task Name	Duration
IRWIN Iteration	28-31 Days
Grooming	Ongoing
Work Product Completion / Defect Resolution	25-28 days
Retrospective / Demo	2 hours

9.0 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.

10.0 COMMUNICATIONS PLAN

10.1 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.
- 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.

An IRWIN Communication Framework is established and outlines standard operating procedures for communication within the project, with management and IRWIN stakeholders.

10.2 COMMUICATION DOCUMENTS AND FREQUENCY

Effective communication is an essential component of project success. Table 10-1 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 10-1. 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
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, IRDB)	Project Manager	As needed
Project charter	Executive Sponsors, Project	Project Manager	As needed

	Team		
Acquisition Plan	Executive Sponsors, Project Team	Project Manager	Quarterly
Implementation plan	Executive Sponsors, Project Team,	Project Manager	Beginning of each Deployment Release
IRWIN Briefings	WFIT Program Board	Business Lead and Project Manager	Quarterly
IRWIN Portal/Website Updates	IRWIN Users	Project Manager	As needed

11.0 RISK MANAGEMENT

11.1 EXISTING PROJECT RISKS

Risks:

1. If funding is cut, it will negatively impact IRWIN progress
2. High level requirements do not adequately reflect the mission, strategic, business and tactical requirements for the IRWIN capability.

Risk Mitigations:

- Mitigation for Risk #1: Transparent budget request and utilization to account for the cost of the investment
- Mitigation for Risk #2: Conduct frequent and direct requirements analysis, reviews with key stakeholders and user groups during the high level requirements development process to ensure adequate capture of business needs.

12.0 APPENDIX A - ACRONYMS

Acronym	Description	URL
A&A	Authorization and Accreditation	
AQM	Acquisition Management (AQM)	http://www.fs.fed.us/business/
CAD	computer aided dispatch	
CO	Contracting Officer Representative	
CPIC	Capital Planning and Investment Control (CPIC)	
EGP	Enterprise Geospatial Portal (EGP)	
ERD	Entity-relationship diagram, or Entity–relationship model (ER model for short)	

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
FireCode	FireCode System	https://www.firecode.gov
GACC	Geographic Area Coordination Center (GACC)	http://gacc.nifc.gov/
GSC	NWCG Geospatial Subcommittee (GSC)	
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
IMSR	Incident Management Situation Report (wildland fires)	http://bit.ly/KwI8Uw
IQCS	Incident Qualifications and Certification System (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	

IRWIN	Integrated Reporting of Wildland-Fire Information	
NAP	NESS Authentication Portal	
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
NFIRS	National Fire Incident Reporting System (NFIRS)	http://nfirs.fema.gov/
NFPORS	National Fire Plan Operations and Reporting System (NFPORS)	http://www.frames.gov/rcs/0/963.html
NICC	National Interagency Fire Center	http://www.nifc.gov/nicc/
NIFC	The National Interagency Fire Center (NIFC), 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_position_paper

NIST	National Institute of Standards and Technology	www.nist.gov
NITC	National Information Technology Center. Located in Kansas City, MO.	
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	
PSA	Predictive Service Areas (PSAs)	
RAWS	Remote Access Weather Station – Program Office located at NIFC	
RMGSC	Rocky Mountain Geographic Science Center	
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/
SIT/209	(NWCG) Situation Report/Incident Summary Report (SIT/209)	http://famweb.nwcg.gov/

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 that supports the dispatch of initial attack resources to fires, and provides assistance for other, all-risk incident types.	