



Interagency Resource Ordering Capability (IROC)

COMMUNICATIONS MANAGEMENT PLAN

Revision Date: 4/10/2016

VERSION HISTORY

Version #	Implemented By	Revision Date	Approved By	Approval Date	Reason
1.0	Annette Box	3/28/2016		N/A	Initial Draft Release
1.1	Annette Box	3/30/2016	Richard Del Hierro	3/31/2016	Incorporated Branch Chief's Direction
1.2	Annette Box	3/31/2016	Susie Stingley		Incorporated Business Lead's Direction
1.3	Richard Bahr	04/09/2016			Added Customerperspective

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1 INTRODUCTION

1.1 PURPOSE AND SCOPE OF COMMUNICATIONS MANAGEMENT PLAN

The purpose of this document is to define the communications goals and strategies of the IROC. These high-level strategies and goals are intended to provide guidance in planning and measuring results of the current and future communications efforts.

The IROC Communications Management Plan (CMP) defines the Project's structure and methods of information collection, screening, formatting, and distribution of project information. It also outlines understanding among project teams regarding the actions and processes necessary to facilitate the critical links among people, ideas, and information that are necessary for project success.

The overall objective of a CMP is to promote the success of a project by meeting the information needs of project stakeholders and outline the goals of the communications efforts to reach and inform each group.

Without detailed plans for communications activities that identify the organizational, policy, and material resources needed to carry them out, the IROC will not be able to secure needed resources, coordinate efforts with other groups, or report its activities and results to key oversight stakeholders.

Communications planning activities identify the appropriate level of communication for each project stakeholder, what information should be distributed and the frequency of communications. This plan should also include the vehicle of communications (email, website, face to face meetings, etc.). The risk of insufficient planning could result in failure to accomplish key project objectives, duplication of effort, and reduced stakeholder confidence.

IROC communications efforts should be based on this explicit, detailed Communications Management Plan (CMP), with a matrix of specific actions addressing communications needs of each stakeholder group. Success for IROC project communications should be measured against planned objectives and the Project Manager should provide regular updates to the Business Lead on each objective.

The intended audience of the IROC CMP is the Business Lead, Project Manager, Project Team, Project Sponsor, Senior Leaders, Acquisition Team, and any other stakeholders whose support is needed to carry out the project.

2 STAKEHOLDER IDENTIFICATION AND ANALYSIS

2.1 STAKEHOLDERS AND GOALS

Project communications are the IROC's primary tool for promoting cooperation, participation, coordination and an understanding of acceptance between all stakeholders. IROC has three primary stakeholder groups and has specific communications goals for each.

2.1.1 Stakeholder Group 1: User Community

Description: There are four user community subdivisions recognized in this communications plan.

- Business Lead serves as the steward of all business requirements throughout the investment's life cycle and the NWCG chartered change control board. Final product acceptance is determined by the Business Lead.
- Resource Ordering Change Control Board (CCB) is an organized group responsible for approving and rejecting changes to established systems and changes to established requirements. They also prioritize requirements on behalf of the user community. CCB members include representatives from the National Interagency Coordination Center (NICC), the Geographic Area Coordination Centers (GACCs), local dispatch centers, and FAM/IT.
- Subject Matter Experts (SMEs) will be used during development when a particular area needs additional attention or clarification. These SMEs will be determined by the Business Lead and can include various disciplines including dispatch, contracting, supply, etc.
- End-users are made up of federal, state, county and contracted personnel. A cross section of end-users will be asked to participate in user acceptance testing approximately every six weeks during the development.

Goals:

- Inform the User Community Group about the benefits which IROC will provide to them.
- Secure timely User Community Group participation in the definition of common business functions that will be integrated into IROC design and development. Approximately 80% of the requirements were completed during discovery and will be used as a roadmap going forward.
- Participate in the communications feedback loop, by providing comments back to the messenger based on the message received.

Objectives:

- Promote the user community participation in the integrated IROC system.
- Smooth transition to a new system during deployment to production phase through the use of as much virtual training and communications as possible.
- Review all tactical documents to ensure that they meet "plain language" criteria.

2.1.2 Stakeholder Group 2: Sponsor / Governance Groups

Description: There are three key sponsor/governance groups associated with the IROC Program.

- Wildland Fire Information Technology (WFIT) governance structure is based on a set of collateral duty "boards" comprised of existing USDA Forest Service and Department of the Interior staff associated with wildland fire programs, each supported by permanent staff directly associated with the boards and working groups.

The Executive Board (EB), Program Board (PB), Information Technology Advisory Board (ITAB) and Fire Management Board (FMB) work together to manage wildland fire business requirements and their technologic implementation.¹ The FMB Chair, or their designee, shall serve as the liaison to the Business Lead and Project Manager.

- USDA Capital Planning and Investment Control (CPIC) is a systematic approach to selecting, managing, and evaluating information technology investments. CPIC is mandated by the Clinger Cohen Act of 1996 which requires federal agencies to focus on the results produced by information technology investments.
- Information Resources Direction Board (IRDB), a USDA Forest Service group, is responsible for supporting the mission by focusing on decisions and direction for resource allocation which include integrated strategies including data, standards and technology. Programs/Projects typically must have their inputs into an information resources program board tool by November. Decisions for multi-year integrated direction is made annually, but new investments may be made outside of the cycle during scheduled board meetings.

Goals:

- Inform oversight organizations on the need for its scope, and progress of implementation.
- Authorize resources needed to successfully develop, deploy and maintain IROC.

Objectives:

- Create a sense of urgency in the sponsor/governance community for timely development and implementation.
- Leverage stakeholders as providers of strategic direction and advocates for funding, public understanding, and public support.
- Report progress.

2.1.3 Stakeholder Group 3: Interacting Capabilities

Description:

- Project Managers and their technical specialist associated with applications that shall interface with IROC.
- Information Technology Security Personnel who provide services associated with interagency security agreements, authority to operate, and vulnerability scans.
- National Wildfire Coordinating Group (NWCG) and its associated subcommittees which provide standards associated with operations, data, dispatching, catalogs and training.

Goals:

¹ Draft WFIT SOP dated July 2015

- Minimize the amount of manual entry by end-users
- Accurate information
- Standards that reduce the need for continuous changes to production applications
- Acknowledge authoritative data sources to minimize duplication

Objective:

- Standardized message patterns for the exchange of like data

2.1.4 Stakeholder Group 3: Customers

Description:

- Customers (individuals) who have a peripheral interface with the application providing their current status or needing to see and output from it showing information about an assignment and the logistics associated.
- Supervisors and managers that may interface with the application to see the status of resources they need to know about.
- Incident managers and duty officers who need to know the status of resources coming to them or being released.

Goals:

- Minimize the amount of time required by end-users to interface and get information needed in and out of the system.
- Accurate information
- Standards that reduce the need for continuing education for customers for their ability to use the application.

Objective:

- Standardized customer interface points with the ability of the application to know the customer when they log in and past actions they performed.

Key Players List:

Name	Title	Stakeholder Group	Contact	Vehicle
Susie-Stingley	Business Lead	User Community	sstingley@fs.fed.us 208-387-5662	Face to Face, Email, Phone
Kenan Jaycox	CCB Chairperson	User Community	kjaycox@usda.gov 505-842-3473	Email Phone
Richard Del Hierro	FAM IT Branch Chief & WFIT Program Board Co-Chair	Sponsor / Governance Group	rdelhierro@fs.fed.us 208-387-5294	Face to Face, Email, Phone, IM
Mike Barrowcliff	RIM and CPIC Advisor	Sponsor / Governance Group	mbarrowcliff@fs.fed.us 208-387-5280	Email, Phone, IM
Richard Bahr	CDI AD	Sponsor / Governance Group	richard_bahr@ios.doi.gov 208-869-3892	Face to Face, Email, Phone
DOI & FAM-IT Project Managers and IT Security	Project Managers and Technical Personnel	Interface Capabilities (IrWin, VIPR, IQS, EQS, IQCS, ICBS, CADs, TIPS/CROSS etc.)		Face to Face, Email, Phone

2.2 COMMUNICATIONS MATRIX

The Communications Action Matrix is used to define details regarding the communications activities that are used during the course of the project. The matrix is developed and maintained by the project manager, or a member of the project team. The project team and the business leadwork together to develop a “matrix” of communications activities around each project milestone.

Communications Action Matrix.

Stakeholder	Method of Communication	Frequency of Communication
Project Team	Meetings	<ul style="list-style-type: none"> • Daily Standups • Weekly Status
<ul style="list-style-type: none"> • Business Lead • Program Manager 	Project Status Report (Detailed – Contractor Provided – This may be replaced with a different report depending upon selected vendor)	<ul style="list-style-type: none"> • Weekly Report • Bi-Weekly Meeting
WFIT	Briefings	As Requested by the FMB Chair or their designee
CCB	<ul style="list-style-type: none"> • Project Status Report • CCB Meetings 	<ul style="list-style-type: none"> • Monthly • Monthly and Issues / Decisions
Integration Capabilities	“Scrum” meetings daily during integration.	<ul style="list-style-type: none"> • Monthly • When issues arise
Customer – Firefighters, Supervisors, Incident Management Teams, Buying Teams	Briefings on status Focus sessions to advise on functionality and form	<ul style="list-style-type: none"> • Monthly • When issues arise
Other Groups - Coordinators, GACCs,	Briefings	As requested
Outside Groups, such as Vendors	Business letters (Distributed: Website, Email, snail mail through COs when appropriate)	As needed

Vehicle	Target	Description Purpose	Frequency	Owner	Distribution Vehicle	Internal/ External	Comments
Monthly Status Report	All Stakeholders	One page communication of project progress and deliverable status	Monthly	Project Manager	Email & Website	Internal / External	Begins upon contract award; can include screen shots of the new system
Weekly Status Report	PM, Business Lead	Detailed Project Status	Weekly	Development Contractor	Email	Internal	Begins One Month after start work date
Sprints	Field Testing Sprints	Survey Monkey will be used to gather inputs on user acceptance testing;	Every 6 weeks	Project Manager	URL	Internal / External Group can periodically include additional testers depending upon Sprint.	Core group of testers that sign an agreement to give 1-2 hours every six weeks to test.

2.2.1 Project Meetings

TBD following Development Contractor Selection

Meeting	Description Purpose	Frequency	Owner	Internal/ External	Comments/ Participants

2.2.2 Project Reporting

Report Name	Description Purpose	Frequency	Owner	Internal/ External	Comments/ Distribution List
Risk Register	CPIC, AGMAX	Monthly	PM	Internal	PM Drafts
USDA Secretary	Monthly IT Report	Monthly	FAM IT Branch Chief	Internal	PM Drafts

Communications Management Plan Approval

The undersigned acknowledge they have reviewed the IROC Communications Management Plan and agree with the approach it presents. Changes to this Communications Management Plan will be coordinated with and approved by the undersigned or their designated representatives.

Signature:	ANNETTE BOX <small>Digitally signed by ANNETTE BOX DN: c=US, o=U.S. Government, ou=Department of Agriculture, cn=ANNETTE BOX, 0.9.2342.19200300.100.1.1=12001000585162 Date: 2016.04.11 09:09:05 -06'00'</small>	Date:	4/11/2016
Print Name:	Annette V. Box		
Title:	Program Specialist		
Role:	Project Manager		

Signature:	SUSAN STINGLEY-RUSSELL <small>Digitally signed by SUSAN STINGLEY-RUSSELL DN: c=US, o=U.S. Government, ou=Department of Agriculture, 0.9.2342.19200300.100.1.1=12001000329615, cn=SUSAN STINGLEY-RUSSELL Date: 2016.04.13 15:27:50 -06'00'</small>	Date:	4/13/2016
Print Name:	Susie Stingley		
Title:	NICC Center Manager		
Role:	Business Lead		

Signature:	RICHARD DEL HIERRO <small>Digitally signed by RICHARD DEL HIERRO Date: 2016.04.15 11:40:50 -06'00'</small>	Date:	
Print Name:	Richard Del Hierro		
Title:	Branch Chief, FAM-IT Forest Service Washington Office, Fire and Aviation Management		
Role:	Program Manager		

Signature:		Date:	
		04/20/2016	
Print Name:	Richard Bahr		
Title:	Acting Assistant Director, Capabilities Development and Integration Forest Service Washington Office, Fire and Aviation Management		
Role:			

Signature:		Date:	
Print Name:	Steven Manthei		
Title:	U.S. Department of Interior Office of Wildland Fire WFIT Program Manager		
Role:	WFIT Program Manager		

APPENDIX A: REFERENCES

The following table summarizes the documents referenced in this document.

Document Name and Version	Description	Location
Charter for the Interagency Resource Ordering Capability Version 1.2.2	Justifies the business need for the Interagency Resource Ordering Capability software application.	Will be posted to the IROC Webpage once it is established.

APPENDIX B: KEY TERMS

The following table provides definitions for terms relevant to this document.

List of Acronyms

Acronym	Definition
AAR	Advanced Acquisition Request
CCB	Configuration Control Board
CO	Contracting Officer
COR	Contracting Officer’s Representative
CMP	Communications Management Plan
CPIC	Capital Planning Investment Control
DOI	Department of Interior
FAM	Fire and Aviation Management
FMB	Fire Management Board
FAM-IT	Fire and Aviation Management Information Technology
FS	Forest Service
IRDB	Information Resources Direction Board
IROC	Interagency Resource Ordering Capability
IT	Information Technology
ITAB	Information Technology Advisory Board
NASF	National Association of State Foresters
NICC	National Interagency Coordination Center
NWCG	National Wildfire Coordination Group
OMB	Office of Management and Budget
PM	Project Manager
RIM	Resource Information Manager
RMP	Risk Management Plan
US	United States
USDA	United States Department of Agriculture
WFIT	Wildland Fire Information Technology