Incident Based Automation

Communications Plan

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Table of Contents

OBJECTIVE 3
GOAL 3
APPLICATION OVERVIEW 3
PROJECT MANAGEMENT 5
COMMUNICATION REQUIREMENTS 6
APPENDIX A Target Audience and Outreach Strategies 10
APPENDIX B Stakeholders and Other Interested Parties 12
APPENDIX C Current Key Contracts 15

OBJECTIVE

The objective of this plan is to assure that timely and appropriate communication occurs with all Project Stakeholders. Success in meeting this objective shall be measured in terms of e-ISuite acceptance and wide use by internal and external Stakeholders.

GOAL

The primary goal of this plan is to gather accurate and credible information on the e-ISuite Project and distribute it to appropriate audiences – both internal to the project and external to it – in a timely manner and in understandable language. By outlining and following a strategy for the coordination and implementation of information with internal and external audiences, our goal is for e-ISuite to garner acceptance and be widely used.

As important as it is to communicate project information to stakeholders and others, it is perhaps equally important that the e-ISuite Project have a "feedback" mechanism to:

1. Receive crucial information from stakeholders (e.g. how the project is being received by the business community or by interagency upper management)
2. Provide measurable statistics on the effectiveness of outgoing project communication efforts

It is essential to link people, ideas, and information for project success. There are many types of information distribution and reporting, associated with a project of this magnitude.

Much of this aspect of the communication process is being addressed in existing plans, including the e-ISuite Team Operating Principles, e-ISuite Configuration Management Plan, and Work Breakdown Structure, all implemented by the e-ISuite Project Team.

APPLICATION OVERVIEW

e-ISuite is a web browser (e.g. Internet Explorer) enabled application for use at the Incident Command Post (ICP) and on agency computer networks. The use of e-ISuite at the ICP will replace the current I-Suite application. e-ISuite will include the following functionality:

- Check-in Data
- Plans Data
- Demobilization Data
- Time Data
- Cost Data
- Injury/Illness Data
- Supply Data

e-ISuite will operate at both the enterprise (administrative facilities) level using agency networks / public internet; and at the incident level as a locally installed application. From an enterprise perspective, it will be used when no incident level operation is possible or implemented. When Incident Operations are implemented, the application will run independently of the enterprise version with periodic synchronization occurring.

The e-ISuite Enterprise Application and support infrastructure will be hosted on the USFS Fire and Aviation Management National Enterprise Support System (NESS) General Support System (GSS) located at the National Information Technology Center (NITC), Kansas City, MO and will support all incidents at an enterprise level.

The e-ISuite Remote Incident version will be hosted on a server at an incident site. When a connection to the Internet is available, data can be transferred to and from the e-ISuite Enterprise System. When a connection to the Internet is not available, data can be transferred to a portable media device, which can then be taken to a computer with an Internet connection and transferred to and downloaded from the e-ISuite Enterprise System.

Primary Benefits of e-ISuite

Benefits of using e-ISuite at the Remote Incident Site:

- Install and update software on one computer instead of 20 or 30 computers
- Administrative rights will not be needed on the user computers
- Data from other sources can be easily retrieved (e.g., ROSS, ICBS, IQCS)
- Data can be provided to other applications (e.g., ROSS, ICBS, IQCS)

Benefits of using e-ISuite at an Agency Office:

- No need to install software to utilize e-ISuite capabilities
- Use I-Suite capabilities for a wider range of activities (e.g., IA, ABCD Misc. fires, training, etc.)
- Easily create and manage Incident Action Plans (IAP), costs, invoices, etc., for local resources

General Benefits of e-ISuite:

- Centralized incident data
- Complete incident lifecycle from IA to closeout
- e-ISuite data will automatically be stored and backed up
- e-ISuite data from all incidents using e-ISuite is available for analysis
- e-ISuite historical data will be available for many years
- e-ISuite will support a variety of incident management configurations and transitions
- Ability to apply updates at the enterprise level

Key Messages

- e-ISuite does not replace decision-making. It facilitates the collation of resource information that coordinates, consolidates and processes data used by the incident and other personnel to support incident management at a local and an enterprise level.
- e-ISuite will allow for more effective and efficient management of resources for all types of incidents, including wildland fires, natural and human caused disasters and planned events.

PROJECT MANAGEMENT

The purpose of the e-ISuite Project is to develop, build, and implement an interagency application that can be used both at the enterprise and incident levels.

A Senior Project Manager is assigned the overall responsibility for implementing the project plan and to assure the project's success..

The e-ISuite Project is managed in a structured approach, adhering as closely as possible to Project Management Institute (PMI) standards and principles. The Project phases are outlined under "Project Phases" below.

Project Team
The e-ISuite Core Team consists of a Senior Project Manager, Deputy Project Manager, Business Lead, Lead Subject Matter Expert (SME), Administrative Officer, Contracting Officer, and Information System Security Officer (ISSO).

The team has designated individuals as Subject Matter Experts (SMEs) to provide technical information and reinforce direction from the Lead SME and Business Lead. The SMEs are a valuable source for current I-Suite application information and work closely with the contractor.

A high degree of interaction between the software contractor and project team makes close communication between the Senior Project Manager, Deputy Project Manager, Contracting Officer and Contractor essential. The Senior Project Manager and Contracting Officer are located in the Denver metropolitan area. The Deputy Project Manager and Contractor are located in the Salt Lake metropolitan area.

Procurement, space, and resources are provided by every agency involved. By demonstrating a unified effort, this project presents a unique opportunity to illustrate the benefits of interagency cooperation and efficient utilization of financial and personnel resources.

Team members are located across the country. The virtual nature of the team requires constant attention to communications. This is accomplished through weekly conference

calls for the project team as well as periodic core team meetings. During the implementation phase, daily conference calls and frequent meetings may be held.

Subject Matter Expert work on the e-ISuite Project as a collateral duty. There are two USFS FTE's (full time equivalent permanent positions) associated with the e-ISuite Project.

Project Phases
The e-ISuite Project is being managed in phases. A brief summary of each phase is as follows:

- The **Initiation Phase** documents all of the tasks completed that contribute to establishing the project (charter, lifecycle plan, approvals, budget estimates, cost/benefit analysis, etc.).
- The **Business and Technical Requirements Phase** includes all of the tasks that identify and document the business processes and technical (infrastructure) requirements for e-ISuite.
- The **Design Phase** develops a mid to high-level system design which serves as the foundation for the next phase.
- The **Build Phase** involves detailed design, requirements refinement and actual application construction and testing.
- The **Training/Implementation Phase** consists of training syllabus and materials development, instructor and coaches training, training scheduling and support, field assistance to e-ISuite Users during the transition to production, change management and infrastructure changes necessary for transition to production.

COMMUNICATION REQUIREMENTS

Project organization, filing structure, data gathering, distribution and storage:

Document Maintenance
Various team members are designated as Document Managers. These individuals are responsible for the maintenance of specific documents that are created or developed by the e-ISuite Team and/or contractors. Completed documents shall be sent to the Deputy Project Manager for distribution and/or posting on the e-ISuite web site.

The Document Manager is responsible for ensuring that the master document copies are submitted to the Senior Project Manager. Working copies of documents are considered official project records and should be managed appropriately.

Official records are identified as the following: official correspondence, informal and correspondence, electronic and hard copy notes, plans, and agreements.

e-ISuite Web Site
The e-ISuite Web Site serves as a location for anyone to access current information about the e-ISuite Project. The e-ISuite Web Master shall assure that the web site is maintained monthly (at a minimum). Generally speaking, all e-ISuite documents, schedules, plans, etc. shall be available on this web site. Certain project documents which contain information that is secure in nature shall be available via a password protected location on the web site.

Document Integrity and Security
The Document Manager is responsible for documents related to their subject matter. To check out a document for review and/or comments, contact the Document Manager. There should be only one person working on a document at a time. This will ensure the document's security and integrity.

Once a document becomes a "working copy" (past draft stage) the appropriate Team Leader will e-mail the document to the Deputy Project Manager for posting on the e-ISuite web site (if applicable). If a member needs to modify a "working copy" document, they will contact the Deputy Project Manager to "check out" the document.

Document Location
All project master documents will be housed at the Senior Project Manager or Project Administrative Officer's work location. This is subject to change once the NWCG filing and repository systems are developed. The Project Administrative Officer will maintain the repository and be the contact person for access to documents.

Document Ownership
All documents are the property of the NWCG. However, due to contractual law, contract related documents are maintained by the project Contracting Officer and may remain in the contracting agencies files.

Distribution of Project Documents
Pre-Decisional Information that is not posted on the public Web site, or made available to the public, is pre-decisional and needs to go through the Senior Project Manager before being shared.

Archiving Documents
This process has not been developed yet.

Collecting and disseminating updates and corrections:

e-ISuite Configuration Management activities shall be support**ed** by the Change Management Board (CMB). The CMB shall:

- Evaluate, prioritize, and schedule proposed changes to e-ISuite
- Assign and track status and priority of all items under consideration by the Board

- Assign actions/tasks to appropriate organizations or individuals. Report status through minutes of the CMB meetings
- Authorize release of software in accordance with change management procedures
- Ensure that all changes are tested and documented in accordance with the change management procedures
- Maintain a Configuration Management Library to ensure that all configuration management baselined hardware, software, and documentation is properly files, distributed, and controlled.

The e-ISuite CMB is comprised of:

. Deputy Project Manager
Project Lead (Technical)
Information System Security Officer (ISSO)
Subject Matter Experts (SMEs) – one or two representatives for each of the functional areas (e.g., Cost, Time)

Procedure for Change Request Submission

The e-ISuite suggestions inbox (eisuite_suggestions@dms.nwcg.gov) shall serve as the forum for all Change Requests. Change Requests may also be received by the e-ISuite Helpdesk. The Helpdesk will assign a Ticket number to all Change Requests. Change Requests shall be logged into the e-ISuite tracking system and tagged as a Change Request. Information to be included with each submission shall include: Submission Date, Submitters Name, email, Phone, Unit ID, Agency; Description of the change, suggestion, or idea.

Submissions most generally will come from e-ISuite Users, Incident Management Team members, NITC Employees, O&M Contractor, Helpdesk Contractor, and e-ISuite Subject Matter Experts.

Feedback mechanisms:

The e-ISuite Core Project Team shall encourage stakeholders to provide feedback on the project, whether positive or negative, and shall develop a system that will provide quantifiable data on the effectiveness of communication efforts.

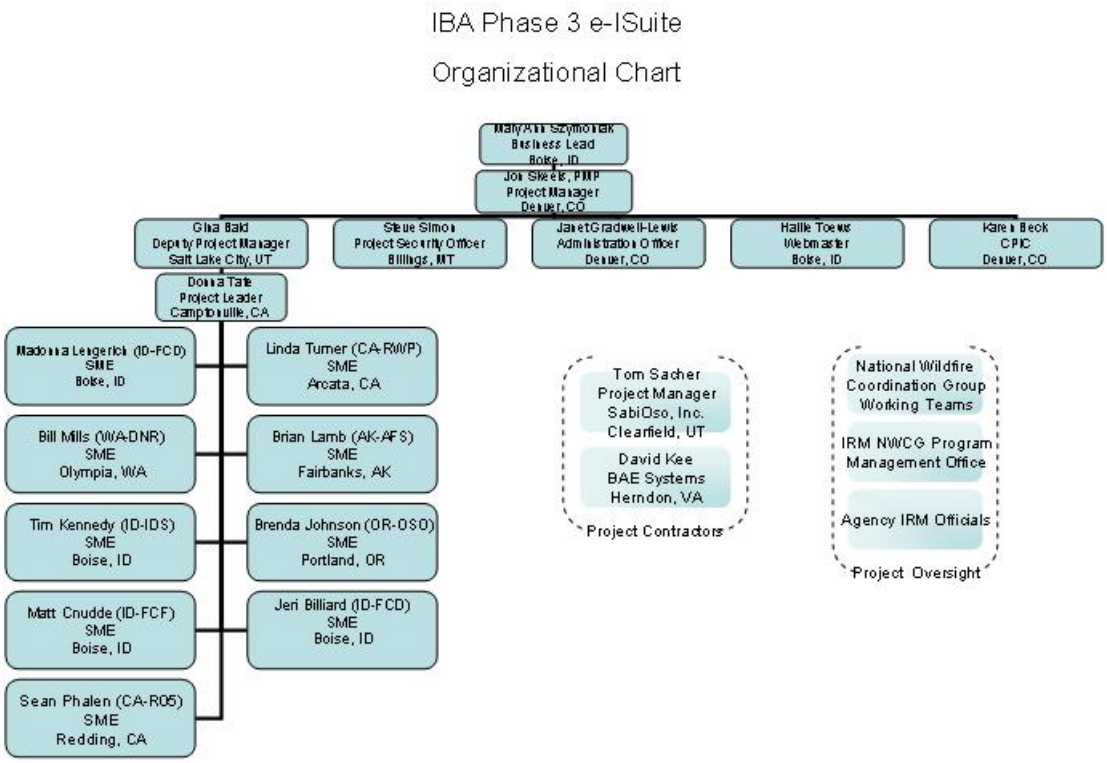
Inter-project communications:

The e-ISuite Core Project Team shall maintain communications with other projects (and NWCG working teams). This will foster inter-project cooperation and will help ensure that all project teams are disseminating accurate information.

Stakeholder responsibilities:

See below.

Disciplines, Specialties, and Locations involved in the project:



APPENDIX A

TARGET AUDIENCES AND OUTREACH STRATEGIES

A key responsibility of the project is communicating to its stakeholders. Specific and dissimilar issues are often important to different audiences, therefore various strategies are called for in each case.

Audience	Issues	Outreach Strategy
Project Sponsors Agencies and NWCG	▪ Cost ▪ Improved efficiency in the field ▪ Potential cost-savings to be realized ▪ Benefits ▪ Completion date ▪ Project Status ▪ Risks and Mitigation ▪ Personnel requirements ▪ Current project staffing level ▪ Relationship with other efforts, projects or initiatives	▪ Website ▪ Distribute Management Summaries periodically to keep sponsors and cooperators abreast of progress. ▪ Project briefings at NWCG IRMWT, IBPWT, NWCG and agency meetings. ▪ Encourage sponsors and cooperators to attend business meetings and demonstrations. ▪ Encourage NWCG members' commitment to participate in the project. ▪ Seek NWCG members' support, leadership and cooperation.
Users Incident Management Teams, Buying Teams, Type 3-5 Incidents, NIMO Teams Fire Use Teams, Area Command Teams, etc.	▪ Affect on my incident role ▪ Cost and Savings ▪ Preparation for project (e.g. staffing, infrastructure, training, data preparation) ▪ Participation ▪ Project Support ▪ Data Management ▪ Improved efficiency ▪ Replaces current system(s)	▪ Website ▪ Interview incident management personnel. ▪ Project briefings at meetings

Audience	Issues	Outreach Strategy
Management Fire Management Officers, Agency Administrators, Fire Directors, Agency Administrative Directors	▪ Benefits ▪ Data Access ▪ Budget ▪ Project Support ▪ Efficiencies ▪ Contribution to Cost management	▪ Website ▪ White papers ▪ Executive briefings ▪ Project briefings at agency meetings. ▪ Encourage managers to attend business meetings and demonstrations. ▪ Project briefings at management meetings.
Technical Community Local/Area/State/ Regional IRM specialists, Computer Technical Specialists (CTSP), IRM Working Team, Agency CIO's, etc.	▪ Expertise to support ▪ Disaster Recovery Planning ▪ Interagency concerns (e.g. security, legal, access, firewalls, etc.) ▪ Data Storage	▪ Website ▪ Include technical representative advisor/liaison on the project team. ▪ Project briefings at meetings. ▪ Project briefings at periodic technical community meetings.
Users of Data Agency Administrative staffs: CFOs, Budget Officers, Acquisition Management staffs, payment centers, analysts. Agency Fire Staffs: Dispatch, Cost Review teams, Fire planners, Etc OIG, GAO.	▪ Available Data ▪ Data Access ▪ Data Currency ▪ Data Retention ▪ Data sharing with and import to and from other applications ▪ Data Storage	▪ Website ▪ White papers ▪ Executive briefings ▪ Project briefings at agency meetings. ▪ Encourage managers to attend business meetings and demonstrations. ▪ Project briefings at management meetings.
Project Team	▪ Project Status ▪ Current key issues that need to be addressed ▪ Project Success ▪ Project Completion/Closeout	▪ Website ▪ Core Team Meetings ▪ e-mail communications ▪ Conference calls, newsletters.

APPENDIX B

Stakeholders and Other Interested Parties

Stakeholders of this project are grouped in three categories.

- **Key Stakeholders** have the responsibility to review team's work and provide feedback, and may participate in project decision-making, and/or approve recommended alternatives.
- **Involved Interested Parties** may influence the project and acceptance of its deliverables.
- **Other Interested Parties** comprise those who are customers of the Incident Management community and may be affected by the results of the project as implemented in that business environment.

The following tables identify the various parties and indicate their relationship to the Project.

Stakeholder Matrix

. Key Stakeholder Relationship to e-ISuite Project →→→→	Provides Direction	Provides Information	Receives Information	Provides SMEs	Consumers of Deliverables
National Wildland Fire Enterprise Architecture			x		
Incident Management Personnel		x	x	x	x
Technical teams which support Incident Management		x	x	x	x
Agency Finance Groups (DOI, FS)		x	x	x	x
National Wildfire Coordinating Group (NWCG) teams/organizations:					
▪ Computer Technical Specialist Taskgroup (CTSPTG)			x	x	x
▪ Incident Operation Standards Working Team (IOSWT)		x	x	x	
▪ Training Working Team (TWT)		x	x	x	
▪ Program Management Office (PMO)		x	x		

. **Involved Interested Parties** **Relationship to e-lSuite Project →→→→**	**Provides Direction**	**Provides Information**	**Receives Information**	**Provides SMEs**	**Consumers of Deliverables**
Departmental Oversight organizations (USDA Office of Inspector General [OIG], USDOI Office of Inspector General [OIG])		X	X		
Wildland Fire Agency Management (USDA Forest Service [Fire and Aviation Directors], USDOI Bureau of Land Management [BLM], USDOI Bureau of Indian Affairs [BIA], USDOI National Park Service [NPS], USDOI US Fish and Wildlife Service [FWS], National Association of State Foresters [NASF], Individual State Wildland Fire Agencies		X	X		
National Cache Managers			X	X	X
National Incident Business Specialists		X	X	X	X

. Other Interested Parties Relationship to e-ISuite Project →→→→	Provides Direction	Provides Information	Receives Information	Provides SMEs	Consumers of Deliverables
USDOI Bureaus/Agencies Bureau of Land Management (BLM), Bureau of Indian Affairs (BIA), National Park Service (NPS), Fish and Wildlife Service (FWS), Aviation Management Directorate (AMD)		X	X	X	X
National Association of State Foresters (NASF)		X	X	X	X
Individual State Wildland Fire Agencies		X	X	X	X

Examples of Relationships to the e-ISuite Project:

Provides Direction:
USDA and DOI provide manual direction on tracking and expending allocated funds on the project.

Provides Information:
The Incident Business Practices Working Team provides ongoing input to the project on business processes, change management items and feedback on the application itself.

Receives Information:
The NWCG Information Resources Management Working Team receives periodic updates on the e-ISuite Project.

Provides SME's:
The National Park Service provides Subject Matter Experts (SME) to provide technical information and reinforce direction from the Project Team Leader and Business Lead.

Consumer of Deliverables:
The Incident Management Teams receive assistance from the e-ISuite Team in implementing e-ISuite and eventually receives custody of the application.

APPENDIX C

CURRENT KEY PROJECT CONTACTS

Name	Title	Phone Number	Email address
Mary Ann Szymoniak	Business Lead	208-387-5944	mszymoniak@fs.fed.us
Jon Skeels	Senior Project Manager	303-236-0630	jskeels@fs.fed.us
Gina Bald	Deputy Project Manager	801-531-5325	gbald@fs.fed.us
Donna Tate	Lead SME	530-478-6865	dltate@fs.fed.us
Steve Simon	Information System Security Officer	406-657-6800	sasimon@fs.fed.us