

National Interagency
Resource Ordering and Status
System (ROSS) Project
Communications Plan



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Updated May 10, 2004

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GOALS

The primary goals of this plan are to gather accurate and credible information on the ROSS (Resource Ordering and Status System) 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 ROSS 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 ROSS Project have a “feedback” mechanism to:

- Receive crucial information from stakeholders (e.g. how the project is being received by the business community or by interagency upper management), and
- 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, reporting and administrative closure associated with a project of this magnitude.

Much of this aspect of the communication process is being addressed in existing plans, including the ROSS Team Operating Principles, ROSS Change Management Plan, Briefing Schedule, Implementation Plan, Work Breakdown Structure, and the Project Charter, all implemented by the ROSS Project Team.

RESPONSIBILITIES

A Project Communication Director will be included in the staffing requirements of the ROSS Charter. This position will be primarily responsible for internal as well as external project communications.

ROSS APPLICATION OVERVIEW

The ROSS application is a Java®-based software application, intended to automate the business processes associated with resource status and resource ordering by wildland agency dispatch centers.

The resource status function focuses on the business processes associated with the availability and location of resources (crews, overhead, aircraft, equipment and supplies) that are mobilized by the dispatch community. The resource ordering function focuses on the business processes associated with the mobilization and demobilization and travel of resources.

It will be capable of operating at all levels: National, Geographic Area, Local dispatch centers and caches. It will also serve the needs of temporary expanded dispatch environments.

The ROSS application does not replace decision-making. It facilitates the collation of critical resource information so dispatchers and managers can make better decisions.

ROSS 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.

ROSS will operate in nearly 400 interagency dispatch and coordination offices throughout the Nation, affecting every wildland management agency. ROSS benefits the general public in terms of improving incident response times and cost effectiveness.

A key benefit to the ROSS application is the reporting capability. The dispatch community currently uses a wide variety of applications and manual methods to track resources and compile statistics in their offices. As a universal application that ties to a centrally located data repository, ROSS will offer real-time reporting capability on a nationwide basis. Users will have standard reports and custom reporting options.

ROSS data will offer managers and intelligence/predictive services specialists the ability to easily produce extensive reports for detailed statistical analysis. Once ROSS has been in use for several years, the data will provide excellent information for various trend analyses to be performed.

One deliverable of the ROSS Project is the Dispatch Messaging System (DMS), which serves as the primary mission critical method for delivering messages and documents between dispatch offices, caches and incidents. Like ROSS, it is accessible using any of three different methods: a local area network (LAN), Internet Service Provider (ISP), or direct dial-in services.

DMS was pilot tested during 1999 in three Geographic Area Coordination Centers and NICC, and has functioned nationwide with performance exceeding expectations since the 2000 fire season. The National Information Technology Center (NITC), located in Kansas City, is providing on-site technical and operational support for both DMS and ROSS.

Lockheed Martin Information Systems is completing work with subject matter experts (SMEs) to document, build and test the system to meet the design specifications. The Lockheed-Martin design team is using an "iterative development" method, utilizing Versata® application design software. ROSS is an application which uses Oracle® as its database.

Alpha and Beta testing of various portions of the application is currently being accomplished with the assistance of seasoned field personnel, including those familiar with other automated dispatch efforts.

A contract helpdesk has been established to assist users with ROSS and DMS questions. The contractor, User Technology Associates of Arlington, VA, provides technical support for ROSS and DMS users via telephone, e-mail and a searchable knowledgebase.

ROSS Application Key Points

ROSS will:

- Provide current status of wildland firefighting resources available to support mobilization activities
- Enable dispatch offices throughout the country to exchange and track resource order information electronically in near “real time”
- Through the Dispatch Messaging System (DMS), provide a common user interface to a single point server where messages will be posted
- Provide timely reporting mechanisms

Primary Benefits of ROSS

- Reduces labor-intensive practices
- Improves operational efficiencies
- Increases customer service
- Reduces costs associated with delivering services to field operations by automating certain dispatching business practices
- Allows entry and display of “near real-time” availability of critical incident resources throughout the nation
- Allows local, geographic centers and the national coordination center to prioritize pending resource orders
- Provides a single user interface regardless of organizational or system-specific requirements
- Enables information sharing between cooperating offices more efficiently
- Provides accurate reporting information to management
- Conserves valuable personnel, materials and financial resources through more efficient utilization of information

Key Messages

- Highlight benefits and efficiencies of ROSS for agencies and taxpayers.
- ROSS saves taxpayers money, does a better job at getting resources where they are needed to help control wildland fires and other incidents.
- ROSS promotes accountability, safety, cost savings and efficiencies through automation and improved business processes.
- By developing and delivering the ROSS application, members of the ROSS Team (including the ROSS Partners) are providing a valuable tool not only for the dispatch community, but to the general public who ultimately benefit from more timely response times, better decision making and increased cost effectiveness.

- ROSS fulfills the Federal Wildland Fire Policy vision/core values (cooperation, safety, leadership and accountability).
- ROSS helps facilitate partnerships with state and local governments.
- ROSS can be accessed through LAN, ISP or direct dial-in services.
- Faster response time for mission-critical resources because of near real-time transactions.
- ROSS is easy to use. It takes less time and effort for transactions and accurate reports for management.
- Information between agencies is more easily shared and operations are more efficient.
- Dispatchers make decisions, not ROSS.
- Will be able to be used in an expanded dispatch environment and in caches.
- No additional software or hardware is needed to operate ROSS. It is a java-based client application with the data residing on a server at the National Information Technology Center (NITC) in Kansas City. A small portion of the application resides on the client's PC or laptop, and this is installed via an easy download from the "Download Application" tab on the ROSS website <http://ross.nwcg.gov/>.
- An IRM specialist's role is to maintain existing network connections and hardware so dispatchers can get to ROSS on the web, and to assist users in downloading the application from the web and/or importing qualifications data, if necessary.
- ROSS will read data from those programs identified in the NWCG ROSS Project Charter, so that dispatchers can use current information.
- Information managed by supporting programs will be maintained and updated by those program managers (e.g. agency qualifications applications, ICBS, etc.).

PROJECT MANAGEMENT

The purpose of the ROSS Project is to develop, build, and implement an interagency resource ordering and status system for use by national, geographic and local area dispatch and coordination organizations and caches across the country.

All approvals were secured and in June 1998, the NWCG (National Wildfire Coordinating Group) approved ROSS as a sponsored project.

The ROSS Project has been 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 Timeline" below.

Since 1998, the application has progressed from design to prototype, and validation and build. These steps also involved defining infrastructure requirements, identifying network access issues, addressing security controls, and the completion of ROSS system architecture and external design. The use of resource status began in the summer of 2002. Training on "dispatch" began in spring of 2002 and will continue through 2005.

Project Team

The ROSS Core Team consists of a Business Lead, Project Manager, Implementation Team Leader (who is the Deputy Project Manager), Administrative Officer, Contracting Officer, Business Team Leader, Infrastructure Team Leader, Communications Director, and a ROSS Partner Coordinator.

Working for the Core Team, the project team is comprised of representatives of wildland agencies associated with the NWCG, which provides oversight to the ROSS Project. A group of product champions, called the ROSS Partners, selected by their geographic areas to represent interagency dispatch and IRM interests is also part of the ROSS Team.

The team has designated seven individuals as Subject Matter Experts (SMEs) to provide technical information and reinforce direction from the Project Team Leader and Business Lead. The SMEs are a valuable source for current ROSS application information, and work closely with the contractor.

A high degree of contract involvement makes close proximity between the Project Manager, Contracting Officer and Contractor essential. All three parties are located in the Denver 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 sound project planning 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 daily conference calls for the project team as well as core team meetings every six to eight weeks. During the implementation phase, daily Implementation Team conference calls and meetings may be held.

There is a limited number of staff available to assist with the project. Teams expand and contract as project emphasis shifts. For example, early in the design, prototype and validation phase, the implementation team consisted of three individuals. This expanded considerably to accommodate testing, training and evaluation as the project moved into the implementation phase.

For most team members, work on the ROSS Project is a collateral duty. There are two FTE's (full time equivalent permanent positions) associated with the ROSS Project (one Forest Service, one National Park Service), and many detailers (provided by the USFS). The Project Manager and Administrative Officer invest a considerable amount of time coordinating personnel actions and agreements related to team member details. Since some team members are contractors, the project Contracting Officer administers several contracts to ensure availability of their services.

ROSS Partner Program

Communications and business community buy-in are vital to the project's success. To help facilitate this, a national ROSS Partner program was created.

There are approximately seventy ROSS Partners who represent the national Dispatch and IRM communities. They are knowledgeable, trusted and influential in their

respective business communities. Their involvement in the project has promoted ROSS and increased its acceptance and utilization.

As the project has moved into the implementation phase, the ROSS Partners' role as instructors, coaches and communicators has grown steadily. As ROSS "ambassadors," they have increased awareness of ROSS and have communicated the benefits to the user community and management. NICC and Geographic Area ROSS Partners now typically take the lead in conducting ROSS briefings at Area meetings, and are the point of contact for ROSS related questions in their Geographic Areas.

The ROSS Partners have also played a significant role in the testing and evaluation of the ROSS application, have become instructors for Admin and Dispatch sessions, and have been involved in the development and review of training materials. ROSS Partners with specialized skills have been used to augment the project team to accomplish specific tasks.

The first Partners' meeting was held in March 2000 to prepare volunteers from dispatch offices and technical staffs across the country about ROSS and their role in the upcoming nationwide release. Since then several partner meetings have been held to inform the partners of significant milestones or events regarding the application and monthly conference calls are also provided to share information.

Project Timeline

The ROSS Project is being managed in phases.

A brief summary of each phase is as follows:

The **Initiation Phase** documented all of the tasks completed that contributed to establishing the project (charter, life cycle plan, approvals, budget estimates, cost/benefit analysis, etc.).

The **Business and Technical Requirements Phase** included all of the tasks that identified and documented the business processes and technical (infrastructure) requirements for ROSS.

The **Design Phase** developed a mid to high-level system design which served as the foundation for the next phase.

The **Build Phase** involved 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 ROSS Users during the transition to production, change management and infrastructure changes necessary for transition to production.

Project Milestones to date:

Project Initiation Phase	Completed September 1998
Business/Technical Requirements	Completed January 1999
Application Design/Prototype Contract	Issued March 1999

Application Design, Prototype, and Validation	Completed September 1999
Dispatch Messaging System Release	Completed December 1999
Document, Build, and Test	January 2000 – November 2005
Training/Implementation	March 2001 – December 2005 (estimated completion)
Project Closure	June 2005 – December 2005

Recent and Future Project Emphasis

Calendar Year 2000

- The primary focus for the ROSS Project in 2000 was building the application prototype. A project milestone was launching the ROSS Partner program in March 2000.
- Dispatch Messaging System (DMS) was implemented as the primary electronic messaging system for emergency use at dispatch offices.

Calendar Year 2001

- The primary focus for the ROSS Project in 2001 was initiating iterative detailed design, application build, Alpha and Beta testing and validating the application, developing the training and implementation mechanisms and marketing the project to anticipated users, the Information Resource Management (IRM) community, cache managers, sponsors and cooperators as well as staffs associated with supporting programs.
- Another accomplishment was preparing and conducting ROSS Administration training across the country to 202 ROSS administrators at 17 sessions.

Calendar Year 2002

- The primary focus in 2002 was ongoing iterative design, build, test and implementation of Resource Status and ROSS Dispatch (resource ordering) components.
- Major accomplishments for 2002 included: establishment of a contracted ROSS/DMS Helpdesk (The user support operation, which is being run by User Technology Associates (UTA), has exceeded users' expectations), release of ROSS Administration, and implementation of the ROSS Resource Status function.
- Other efforts include: improving the system infrastructure by adding additional data lines between the NITC in Kansas City and the BLM network in Portland, Oregon and Denver, Colorado;; and developing a formal project proposal which will result in linking ROSS with the ICBS (Interagency Cache Business System). 3 admin sessions were held training 33 employees; and 14 dispatch sessions trained 259 dispatchers.

Calendar Year 2003

- The primary focus in 2003 was implementation of Resource Status in California and ROSS Dispatch (resource ordering) components Nationally. After the 2003 season:

443 Dispatch Offices used ROSS for Data Administration and Status; All Geographic Areas are using ROSS to dispatch except the Northern and Southern California GACCs; Dispatch Offices from 48 States have resources in the ROSS database; 5,507 incidents were created; 9,682 Organizations, including 5,941 Vendors, have been entered; and 110,655 Resource Items have been entered;

- Other efforts included: Continuing with training the user community in the use of ROSS Dispatch; continuing to work on change management items; and working with the Business Community regarding application specific items and business process items. A Change Board, made up of business community representatives from across the country, was implemented in 2003. The primary function of this group will be to review all suggestions and change requests that are submitted and to make recommendations for future application change management items. The Board had its first meeting in the fall of 2003. 4 Admin classes were held, training 91 people; 72 dispatch sessions trained 1005 dispatchers.

Calendar Year 2004

- The primary focus for 2004 is to continue with Change Management items that were identified at the end of the 2003 season and were on the books. Version 2.0, which provides a new hardware and system software infrastructure, will be implemented in May. Work on a data warehouse has begun and will continue through 2005.
- Other efforts will include: New investment segments will be worked on as funding is available; training will continue; an interface will be implemented to import data from the Incident Qualifications and Certification System (IQCS); and users will be able to import ROSS data into the I-Suite application.

Calendar Year 2005

- The primary focus of 2005 is to continue with change management items and funded investment segments. Transition from Project Team to Business Community and initiation of project closeout.
- Project closeout is scheduled for December 2005.
- Several investment segments have been submitted to the Forest Service Information Resources Board based on user input and the change management process. If any of these segments are approved and funded, there is potential that the project life may be extended.

COMMUNICATION REQUIREMENTS

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

Explained in ROSS Team Operating Principles, Organization Chart, Contracting Plan and Filing System.

Collecting and disseminating updates and corrections:

Explained in the Change Management Plan and Communications Plan.

Feedback mechanisms:

The ROSS Project Communications Director 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 ROSS Project Communications Director 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 and Specialties involved in the project:

Explained in Organization Chart.

How many individuals at which locations:

Explained in Organization Chart.

What external audiences need:

See Appendix A,, Business Requirements, and the Implementation and Training Plan.

COMMUNICATION TECHNOLOGY

This team strives to use the most appropriate technology to transfer information.

Provided when communication is needed immediately:

Agency e-mail, DMS (Dispatch Messaging System), conference calls, one-on-one calls and ROSS website postings (<http://ross.nwcg.gov/>).

The ROSS website is a primary method of communicating with users, contractors, managers and various technical communities. It is updated regularly and is the repository for all project objectives and plans, briefings and briefing schedules, current questions and answers, as well as status reports. The site has had continual improvements to increase speed, usability and freshness.

The content of the website will be managed by the Communications Director. Technical support and maintenance of the site is shared between three team members.

Provided on regular basis:

ROSS Newsletters, ROSS website updates, monthly briefings, status reports, scheduled briefings, daily team conference calls, Subject Matter Expert (SME) conference calls as needed, ROSS Partner working sessions, ROSS Partner conference calls and project Core Team meetings.

Provided only when changes are made:

Work Breakdown Structure (WBS), project plans, white papers, executive summaries, etc.

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)	<ul style="list-style-type: none"> ▪ What will it cost me? ▪ What are the potential cost-savings to be realized by completing this project? ▪ What are the benefits of this project? ▪ When will it be done? ▪ What's the current status of the project? ▪ What risks is the project facing and what can I do to help mitigate them? ▪ What are the project's personnel requirements? ▪ What is the current project staffing level? ▪ How does this project relate with other efforts, projects or initiatives? ▪ How does this project fit with my agency's mission? 	<ul style="list-style-type: none"> ▪ Website and Newsletter ▪ Distribute Management Summaries periodically to keep sponsors and cooperators abreast of progress. ▪ Project briefings at NWCG IRMWT, NWCG and agency meetings. ▪ Seek opportunities for Directors and State Foresters to profile the project as a showcase of a well-managed project and of streamlined, cost-efficient and effective government. ▪ Encourage sponsors and cooperators to attend business meetings and ROSS demonstrations. ▪ Encourage NWCG members' commitment to participate in the project. ▪ Seek NWCG members' support, leadership and cooperation. ▪ Thank supervisors for staff participation.
Users (Fulltime dispatchers, "militia" dispatchers, National Coordinators, Dispatch Efficiency Workgroup (DEW), National Dispatch Training Committee, National Cache Managers, etc.)	<ul style="list-style-type: none"> ▪ How will this affect dispatch services or processes? ▪ What will it cost me and what will it save? ▪ How do I prepare for it (e.g. staffing, infrastructure, training, data preparation)? ▪ How can I participate? ▪ Who will support it? ▪ Will it do everything my current system(s) does? ▪ Why should I change? ▪ Will I be able to manage my own data? 	<ul style="list-style-type: none"> ▪ Website and Newsletter ▪ Involve dispatch personnel in the Design/Test/Build Phase. ▪ Project briefings at Dispatch and Cache meetings. ▪ ROSS Partner program (website, conference calls, e-mail; working sessions, etc.)

Audience	Issues	Outreach Strategy
<p>Management (FMOs, Forest Supervisors, Regional Foresters, State Foresters, Fire Supervisors, State Fire Chiefs, District Managers, BLM supervisors, Refuge Managers, Park Superintendents, etc.)</p>	<ul style="list-style-type: none"> ▪ What are the benefits? ▪ What additional information will be available? ▪ How can I support this project? ▪ How can this project be justified when our agency is in a deficit-funding mode? 	<ul style="list-style-type: none"> ▪ Website and Newsletters ▪ White papers ▪ Executive briefings ▪ Project briefings at agency meetings. ▪ Encourage managers to attend business meetings and ROSS demonstrations. ▪ Project briefings at management meetings.
<p>Technical Community (Local/Area/State/ Regional IRM specialists, IRM Working Team, Agency CIO's, etc.)</p>	<ul style="list-style-type: none"> ▪ What expertise must we provide to support it? ▪ How do we best do disaster recovery planning? ▪ How will all the interagency concerns be handled (e.g. security, legal, access, firewalls, etc.)? 	<ul style="list-style-type: none"> ▪ Website and Newsletters ▪ Include technical representative advisor/liason on the project team. ▪ Project briefings at meetings. ▪ Project briefings at periodic technical community meetings.
<p>Customers (Incident Management Teams, buying teams, Type 1,2 and 3 IC's, All-Risk Team IC's, Area Commanders, aviation community, fire contractors, etc.)</p>	<ul style="list-style-type: none"> ▪ How will ROSS affect delivery of resources to incidents? ▪ How will ROSS affect the way I order resources? 	<ul style="list-style-type: none"> ▪ Use current ways of communicating any business changes to customers (memos, mobilization guide, etc.) ▪ Website, Newsletters, white papers, etc. ▪ Project briefings at IMT and other agency meetings. ▪ Encourage IMT members to attend business meetings and ROSS demonstrations. ▪ Project briefings at periodic team meetings.
<p>Project Team</p>	<ul style="list-style-type: none"> ▪ What is the status of the project? ▪ What are the current key issues that need to be addressed by the project? ▪ What do I need to do to help the project succeed? ▪ What will I do after the project has been completed? 	<ul style="list-style-type: none"> ▪ Website and Newsletters ▪ Core Team Meetings ▪ E-mail communications ▪ Daily conference calls, newsletters.

APPENDIX B

STAKEHOLDERS AND OTHER INTERESTED PARTIES

Stakeholders of this project are grouped here 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 dispatch/coordination 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 ROSS Project.

Stakeholder Matrix

Key Stakeholder Relationship to ROSS Project→	Provides Direction	Provides Information	Receives Information	Provides service	Receives Service
Departmental Management (USDA, USDOL)	X	X	X		
Dispatch Community members (NICC, GACCs, States, Local, Expanded Dispatch, National Caches, Local Caches)		X	X	X	X
Technical teams which support dispatch applications (e.g. NIST, NSDU)		X	X	X	X
Geographic Area Coordinating Group(s)		X	X		
The National Coordinators	X	X	X		
Dispatch Efficiency Workgroup (DEW)		X	X	X	
National Wildfire Coordinating Group (NWCG) teams/organizations:					
• Fire Equipment Working Team (FEWT)		X			
• Information Resources Management Working Team (IRMWT)		X	X	X	
• Incident Business Practices Working Team (IBPWT)		X	X		
• Incident Operation Standards Working Team (IOSWT)		X	X		
• Training Working Team (TWT)		X	X		
• Program Management Office (PMO)		X	X	X	
• Safety and Health Working Team (SAHWT)		X	X		

Involved Interested Parties Relationship to ROSS Project→	Provides Direction	Provides Information	Receives Information	Provides service	Receives Service
Departmental Oversight organizations (USDA Office of Inspector General [OIG], USDO Office of Inspector General [OIG])		X	X		
Wildland Fire Agency Management (USDA Forest Service [Fire and Aviation Directors, Fire Staff Officers, Fire Management Officers], USDO Bureau of Land Management [BLM], USDO Bureau of Indian Affairs [BIA], USDO National Park Service [NPS], USDO US Fish and Wildlife Service [FWS], National Association of State Foresters [NASF], Individual State Wildland Fire Agencies)		X	X		
National Multi-Agency Coordinating (MAC) Group		X	X		
National Cache Managers		X	X		
National Incident Business Specialists		X	X		

Other Interested Parties Relationship to ROSS Project→	Provides Direction	Provides Information	Receives Information	Provides service	Receives Service
USDO Bureaus/agencies Bureau of Land Management (BLM), Bureau of Mines (BOM), Bureau of Indian Affairs (BIA), National Park Service (NPS), Fish and Wildlife Service (FWS), Office of Aircraft Services (OAS)		X	X	X	X
Federal Bureau of Investigation (FBI)					
Federal Emergency Management Agency (FEMA)		X	X		
Incident management teams and unified command organizations		X	X		
Area command		X	X		
Dept of Defense (DOD)			X		
International customers			X		
National Weather Service (NWS)			X		
Department of Homeland Security		X	X		
State, county and city governments			X		
Tribal governments			X		
Volunteer and Rural Fire Departments			X		

Examples of Relationships to the ROSS Project:

Provides Direction:

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

Provides Information:

The National Coordinators provide 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 ROSS Project.

Provides Service:

The NWCG Program Management Office establishes and maintains NWCG project standards and provides inter-project coordination.

Receives Service:

The National Coordinators, who initiated the ROSS Project, receive assistance from the ROSS Team in implementing ROSS, and eventually will receive custody of the application.

APPENDIX C

RESPONSIBILITY MATRIX

The following is a sample table that can be used by a project communications director to tailor the information communicated to stakeholders, based on their responsibility to the project. This can be particularly useful when applied to a pending decision that affects the project, so that efforts aren't wasted on the wrong stakeholder/group. ¹

Participants	NWCG	IRM WT	PMO	Agency CIO	USFS F&A CIO	USFS F&A FAMIT	USFS F&A Deputy Director	USFS F&A Director
Decisions	Agency proposes to develop an automated system to support the agency's fire community.							
1 Evaluate the project against NWCG Project Criteria to determine the impact on the interagency fire community and potential partnering opportunities to consolidate systems and share resources.	I	C I	C I	I C CC	RE RI RS	CC RI C I	CC C	A S C
2 Provide a synopsis to be included in the NWCG Application Inventory maintained by the NWCG Application Architect.	I	I	RS RI		RS RI			
3								

Type of Participation Codes:

A	Approves
CC	Concurs
S	Sponsor
RS	Responsible in a Particular Area, Accountable for Results
RI	Responsible for initiating action to decide/to respond
RE	Recommend (develop alternatives make initial recommendations)
C	Consulted prior to decision
I	Informed directly after decision

Completed by: _____ Date: _____

¹ Source: NWCG PMO; March 2002.

APPENDIX D

BRIEFINGS TO DATE

Many Power Point presentations that have been used at ROSS briefings around the country can be viewed or downloaded in the “Presentations” section of the ROSS Website <http://ross.nwcg.gov/>

APPENDIX E

FREQUENTLY ASKED QUESTIONS AND ANSWERS

Frequently Asked Questions or FAQs are available at the ROSS website <http://ross.nwcg.gov/> - The helpdesk generates FAQs from questions that are received from users who call for assistance. The ROSS Project Team has also provided the Helpdesk with several questions that have been asked at briefings, training and informal contacts.

The ROSS helpdesk uses a searchable and dynamic knowledge base called Knowlix®. Knowlix® provides full text searching on a single word or phrase; customers can access the ROSS and DMS knowledge bases. The helpdesk updates the knowledge bases on a regular basis.

APPENDIX F

CURRENT KEY INTERAGENCY CONTACTS

Name	Title	Phone Number	Email address
Neal Hitchcock	National Management Liaison	208-387-5949	nhitchcock@fs.fed.us
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Jon Skeels	Project Manager	303-236-0630	jskeels@fs.fed.us
Nancy DeLong	Deputy Project Manager	208-947-3710	nancy_delong@nps.gov
Mary Ann Szymoniak	Communications Director	208-947-3715	mszymoniak@fs.fed.us
Barry Mathias	NWCG IRM Program Manager	208-947-3740	Barry_Mathias@nifc.blm.gov