

# **Interagency Dispatch**



## **DRAFT Strategic Plan**

**February 14, 2011**

**Version 2.2**

## Revision/Change Record

Revision	Date	Author (Source)	Revision/Change Description	Pages Affected
0.1	8/10/2010	Tom Wordell	Initial draft	All
0.2	8/18/2010	Tom Wordell	Added Strategic Plan Diagrams	Appendix 3.2
0.3	8/24/2010	Tom Wordell	Added Strategic Plan Action Items	Appendix 3.3
0.4	8/31/2010	Tom Wordell	Updated Strategic Plan Action Items	Appendix 3.3
0.5	9/10/2010	Tom Wordell	Edits made after review with Shari Shetler	All
1.0	9/17/2010	Tom Wordell	Modified document to be a generic "Interagency Dispatch" strategic plan rather than specific to IDIP	All
1.1	9/20/2010	Chuck Wamack	Minor grammatical edits	Pages 1 - 2
1.2	9/22/2010	Susie Stingley, Kim Christensen	Background Section / Goals and Objectives	Pages 1-4 and diagrams
2.0	10/14/2010	IDIP Steering Committee	Revised goals, objectives, strategies and action items	All
2.1	01/18/2011	Tom Wordell	Revised Exec Summary to reflect updates to Charter and Strategic Plan Action Items to be consistent with IDOPP	Exec summary Appendix 3.3
2.2	02/14/2011	Tom Wordell	Updated Action Items	Appendix 3.3

# Executive Summary

The Interagency Dispatch Improvement Project (IDIP) was established to provide leadership and direction in order to provide efficient and cost-effective interagency dispatch capability that meets the business needs of stakeholders at all levels through standards, integration, and interoperability. This strategic plan evolved out of that project and is designed to provide an overarching strategic approach for the interagency dispatch function that supports land management agencies.

The IDIP steering committee consists of 11 members who represent the U.S. Forest Service, Department of Interior, and the National Association of State Foresters with cross-functional representation that includes line officers, wildland fire management, law enforcement and investigations, emergency services, information technology, and dispatch services. Through a collaboration of business representatives, technology providers, and line managers, including both federal and non-federal perspectives, the IDIP will develop the following:

- A national, strategic plan that outlines the vision, goals, objectives, and strategies for dispatch.
- A recommendation for a permanent governance structure to meet the mission requirements of local, state and national stakeholders in order to provide leadership, accountability, and operational efficiency for dispatch.
- An “optimization” study that will map, analyze, and provide methodologies directed towards integrating and consolidating pilot dispatch centers to be planned and implemented in coordination with partners, with outcome monitoring for lessons learned.
- Short term actions, consistent with the strategic vision for dispatch, to be implemented as soon as possible.

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# 1. Strategic Plan Overview

## 1.1 Identification

This plan is to be known as the **Interagency Dispatch Strategic Plan**.

The name of the oversight group for the plan is the Interagency Dispatch Improvement Project (IDIP) Steering Committee.

## 1.2 Background

Dispatch operations in the USDA Forest Service and the Department of the Interior land management agencies that support law enforcement, wildland fire, aviation, all-hazard response, emergency services, structural fire, and other land management and resource management programs have stretched current capabilities beyond intended design. Numerous studies have identified problems with communications interoperability, staffing, business tools, technology, ability to work with non-federal partners, and inefficient locations. Solving these problems requires a concerted and combined effort of programs (fire, law enforcement, others), information technology, and line management.

Wildland fire dispatch activity began some 100 years ago to provide communication support to each of the DOI Bureaus and USDA Forest Service personnel. This safety function has evolved into the nation's largest federally operated logistical support and communications system blanketing 687 million acres of federal and tribal lands, in partnership with state and local entities and is identified under the DHS National Emergency Communications Plan to perform as a key component of "homeland defense to protect the Nation." The centers annually process a conservative average of 350,000 fire incident orders, perform over 200,000 law enforcement actions, support 26,000 emergency services (including Search and Rescue) operations, assist DHS-FEMA on 150 requests under state and federal disaster declarations, as well as performing routine "check-in/check-out" contact and other support for field-going personnel in all the agencies.

A large portion of the dispatch capability and capacity of the agencies is built around the needs of the wildland fire community, which is the biggest user of dispatch services. In addition to monitoring location and status of personnel, wildland fire dispatch operations process orders and manage all firefighting resources, analyze conditions and outlook, and maintain records on fire incidents. Generally there is a three-tier system of dispatch functions, from local units to the National Interagency Coordination Center. Additionally, at the unit level some agencies (the National Park Service, in particular) operate significant dispatch functions for visitor services, law enforcement, maintenance, emergency services, structural fire, and other programs. Most law enforcement dispatch for federal land managing agencies takes place in partnership with local law enforcement entities (often the county sheriff). Much of wildland fire's dispatch work takes place in partnership with non-federal (local, county, state) wildland fire organizations.

In 2008 the USDA Forest Service and the Department of the Interior completed and released the "Management Efficiency Assessment of the Interagency Wildland Fire Dispatch and Related Services." This study included a number of recommendations

ranging from improving technology and connectivity, improving business tools (e.g. computer aided dispatch), addressing workload and staffing, and consolidating and redefining dispatch locations and functions. Agency leadership was briefed on the results and agreed that the issues and recommendations should be addressed. However, no specific mechanism or plan was developed.

In 2009 the Interagency Interoperability Oversight Group (IIOG) examined the results of the wildland fire dispatch study along with issues in law enforcement dispatch and dispatch for other field going personnel. As a result of these deliberations the IIOG agreed to sponsor an integrated (across programs, federal and non-federal agencies, and functions) effort to address and implement recommendations and concerns that have been identified by dispatchers and their customers. The IIOG chose this approach because:

- No single program or office “owns” nor has the entire “picture” of dispatch operations within DOI Bureaus and USDA Agencies.
- Dispatch is a cross-cutting function spanning multiple programs internally and externally, including states, local governments and tribal governments. Increasing demands on the dispatch system have resulted in inconsistency in staffing, technology, business processes and program delivery, and have created risks to employee and public safety.
- Numerous independent (contract) and in-house analyses have been conducted on the dispatch organization(s) along program business lines. Each business line assessment / study produced numerous recommendations to improve the individual area of responsibility. However few recommendations have been implemented. Within the scope of these studies there was no examination of cross-program issues, or identification of the program boundaries and interconnections between the agencies, including those between federal and non-federal. Four themes emerge from the various reviews and studies:
  - Governance
  - Technology
  - Business Practices
  - Staffing

### **1.3 Vision**

Efficient and cost-effective interagency dispatch capability meets the business needs of stakeholders at all levels through standards, integration, and interoperability.

### **1.4 Mission**

Provide communication, and information to support a variety of missions – stressing safety and efficiency.

## 1.5 Guiding Principles

- Communication/Collaboration – We believe that interagency communication & collaboration between the various land management agencies and their partners is vital to providing effective and efficient dispatch and coordination services to meet our individual and joint agency and functional missions; therefore we base our actions on the collective needs, requirements, and capabilities of the interagency community in order to function effectively across federal and non-federal organizational lines.
- Leadership – We understand the value of leadership, therefore we believe appropriate governance is required to provide a framework, direction and decisions to meet the needs of our mission throughout the dispatch and coordination system.
- Mutual Respect and Integrity – We respect the capabilities, differences, and unique mission requirements of the agencies, partners, customers, and business functions that dispatch supports and relies on. Integrity is inherent to our success; therefore deliberations will occur early and will be inclusive, open and transparent.
- Safety and Accountability – We value safety and accountability; therefore we will provide for public safety and track field personnel to ensure their safe return.
- Innovation, Integration, and Interoperability – We believe that innovation, integration and interoperability of business processes, technology and human capital are key to sustaining dispatch success. Therefore we are committed to the development and implementation of solutions to improve the functionality of the dispatch and coordination system.

## 1.6 Goals and Objectives

The following goals have been identified to improve effective, efficient interagency dispatch capability:

### 1. Technology and Applications: The interagency dispatch community uses integrated and interoperable standard technologies and applications managed to meet their business needs

Objectives:

- Data standards well defined and accepted
- Reduce data entry workload
- Maximize data integrity and accuracy
- Computer aided dispatch capability is standardized
- Technology and applications are integrated and interoperable

- Optimize dispatch communications (frequencies, radios, telecommunications, networks, and data systems)
- Configuration, architecture and hardware are standardized for dispatch

**2. Operations: *Dispatch operations are structured and standardized to effectively and efficiently meet the diverse needs of stakeholders***

Objectives:

- Consistent guidelines, processes, protocols, operating procedures, and data standards are in place to meet mission requirements
- Facility locations are optimized to increase efficiency, reduce redundancy, address security issues, and improve uniformity of workload and complexity
- Dispatch center facility infrastructure is standardized to meet future technological needs.
- Security requirements for facilities and personnel are identified and addressed

**3. Workforce Management: *The dispatch workforce is highly skilled, motivated, productive, and service oriented***

Objectives:

- Methodologies to address staffing needs , determine fair share costing, and manage workload are standardized
- Skill sets are identified and in place to support specific mission requirements (e.g. Fire, Law Enforcement, Public Safety, etc.)
- Position descriptions are standardized
- Qualification and certification standards are in place
- Career paths identified and established
- Training curriculum in place for all dispatch functions
- Improve recruitment/retention for dispatch
- Promote a healthy workforce.
- Have continuous improvement capability

4. ***Governance: Effective governance results in leadership, accountability, and operational efficiency that meet the mission requirements of local, state, tribal, and national stakeholders.***

Objectives:

- Dispatch governance is well defined with clearly understood roles and responsibilities, structure, chain of command , delegations, and authorities
- Funding and workforce decision making are equitable and sustainable
- National governance implemented at regional and local levels

In pursuing these goals and objectives, two over-arching issues should be explored:

### ***1. Co-location***

Examine opportunities for efficiency and economy in co-locating functional dispatch operations (especially fire, law enforcement, emergency services, and structural fire,) to take advantage of facilities, technologies, common skill sets, operations, and management.

### ***2. Integration and Coordination of Federal and Non-Federal Entities***

Wildland fire, law enforcement, emergency services, and structural fire operate in environments of close day-to-day coordination and cooperation between and among federal and non-federal (state, local, tribal) organizations. Consideration of the four primary areas of concern must include the requirements to function effectively across federal and non-federal organizational lines.

## **2. Oversight**

Oversight for this strategic plan is the Interagency Dispatch Improvement Project (IDIP) Steering Committee. The IDIP is chartered to provide leadership and direction in order to provide efficient and cost-effective interagency dispatch capability that meets the business needs of stakeholders at all levels through standards, integration, and interoperability. Sponsorship, committee membership and charter direction is outlined below.

### **2.1 IDIP Sponsors**

- Chief, USDA Forest Service
- Director, Bureau of Land Management
- Director, National Park Service
- Director, US Fish and Wildlife Service
- Director, Bureau of Indian Affairs
- President, National Association of State Foresters

## **2.2 IDIP Steering Committee**

- Department of the Interior, Senior Advisor to the Deputy Assistant Secretary – Law Enforcement, Security and Emergency Management - Chair
- USDA Forest Service, Chief Information Officer
- Bureau of Land Management, Arizona State Director
- USDA Forest Service, Region 3 Regional Forester
- Department of the Interior, Director of Law Enforcement
- USDA Forest Service, National Interagency Coordination Center, Center Manager
- National Association of State Foresters, Forest Fire Protection Committee Representative
- National Wildfire Coordinating Group Representative
- National Park Service, Deputy Assoc. Director of Visitor Resource Protection
- USDA Forest Service, Assistant Director for Law Enforcement and Investigations
- National Park Service, Deputy Chief, Emergency Services

# Appendices

## **Appendix 3.1** *IDIP Charter*

# Interagency Dispatch Improvement Project Charter

## **Background**

Dispatch operations in the USDA Forest Service and the Department of the Interior land managing agencies that support law enforcement, wildland fire, aviation, all-hazard response, emergency services, structural fire, and other land management and resource management programs have stretched current capabilities beyond intended design. Numerous studies have identified problems with communications interoperability, staffing, business tools, technology, ability to work with non-federal partners, and inefficient locations. Solving these problems requires a concerted and combined effort of programs (fire, law enforcement, others), information technology, and line management.

Wildland fire dispatch activity began some 100 years ago to provide communication support to each of the DOI Bureaus and USDA Forest Service personnel. This safety function has evolved into the nation's largest federally operated logistical support and communications system blanketing 687 million acres of federal and tribal lands, in partnership with state and local entities and is identified under the DHS National Emergency Communications Plan to perform as a key component of "homeland defense to protect the Nation." The centers annually process a conservative average of 350,000 fire incident orders, perform over 200,000 law enforcement actions, support 26,000 emergency services (including Search and Rescue) operations, assist DHS-FEMA on 150 requests under state and federal disaster declarations, as well as performing routine "check-in/check-out" contact and other support for field going personnel in all the agencies.

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In 2008 the USDA Forest Service and the Department of the Interior completed and released the "Management Efficiency Assessment of the Interagency Wildland Fire Dispatch and Related

Services.” This study included a number of recommendations ranging from improving technology and connectivity, improving business tools (e.g. computer aided dispatch), addressing workload and staffing, and consolidating and redefining dispatch locations and functions. Agency leadership was briefed on the results and agreed that the issues and recommendations should be addressed. However, no specific mechanism or plan was developed.

In 2009 the Interagency Interoperability Oversight Group (IIOG) examined the results of the wildland fire dispatch study along with issues in law enforcement dispatch and dispatch for other field going personnel. As a result of these deliberations the IIOG agreed to sponsor an integrated (across programs, federal and non-federal agencies, and functions) effort to address and implement recommendations and concerns that have been identified by dispatchers and their users. The IIOG chose this approach because:

- No single program or office “owns” nor has the entire “picture” of dispatch operations within DOI Bureaus and USDA Agencies.
- Dispatch is a cross-cutting function spanning multiple programs internally and externally, including states, local governments and tribal governments. Increasing demands on the dispatch system have resulted in inconsistency in staffing, technology, business processes and program delivery, and have created risks to employee and public safety.
- Numerous independent (contract) and in-house analyses have been conducted on the dispatch organization(s) along program business lines. Each business line assessment / study produced numerous recommendations to improve the individual area of responsibility. However few recommendations have been implemented. Within the scope of these studies there was no examination of cross-program issues, or identification of the program boundaries and interconnections between the agencies, including those between federal and non-federal. Four themes emerge from the various reviews and studies:
  - Governance
  - Technology
  - Business Practices
  - Staffing

## **Vision**

Efficient and cost-effective interagency dispatch capability meets the business needs of stakeholders at all levels through standards, integration, and interoperability.

## **Approach**

Through a collaboration of business representatives, technology providers, and line managers, including both federal and non-federal perspectives, develop the following: a strategic plan; national dispatch governance structure; a field-based pilot approach oriented to plan and produce on the ground changes in the dispatch infrastructure; interagency standards to address technology and application issues; operational recommendations to more efficiently meet mission requirements; methodologies and standards to improve workforce management.

Two over-arching issues should be explored:

### *1. Colocation*

Examine opportunities for efficiency and economy in co-locating functional dispatch operations (especially fire, law enforcement, emergency services, and structural fire,) to take advantage of facilities, technologies, common skill sets, operations, and management.

### *2. Integration/Coordination of Federal and NonFederal Entities*

Wildland fire, law enforcement, emergency services, and structural fire operate in environments of close day-to-day coordination and cooperation between and among federal and non-federal (state, local, tribal) organizations. Consideration of the four primary areas of concern must include the requirements to function effectively across federal and non-federal organizational lines.

## **Deliverables**

Deliverables from the project will include:

- A national, strategic plan that outlines the vision, goals, objectives, and strategies for dispatch.
- A recommendation for a permanent governance structure to meet the mission requirements of local, state and national stakeholders in order to provide leadership, accountability, and operational efficiency for dispatch.
- An “optimization” study that will map, analyze, and provide methodologies directed towards integrating and consolidating pilot dispatch centers to be planned and implemented in coordination with partners, with outcome monitoring for lessons learned.
- Short term actions, consistent with the strategic vision for dispatch, to be implemented as soon as possible.

The sponsors of the project will review the deliverables from the project and, upon acceptance, take the actions necessary to adopt as agency policy and procedure to ensure a common approach to dispatch services that meets the business needs of the agencies.

## **Project Organization**

### *1. Dispatch Improvement Steering Committee*

The Dispatch Improvement Steering Committee is comprised of senior personnel drawn from the affected bureaus and program areas to provide direction and oversight of the Dispatch Improvement Project. The Steering Committee will provide initial direction and expectations to the project leader, monitor progress, refine direction and expectations based on interim results, and approve products. The Steering Committee will assist the project leader in identifying subject matter experts and other resources necessary to accomplish the tasks of the project.

The Steering Committee will meet as needed, using virtual meetings as much as possible. The membership will be the following:

- Department of the Interior, Senior Advisor to the Deputy Assistant Secretary – Law Enforcement, Security and Emergency Management - Chair
- USDA Forest Service, Chief Information Officer
- Bureau of Land Management, Arizona State Director
- USDA Forest Service, Region 3 Regional Forester
- Department of the Interior, Director of Law Enforcement

- USDA Forest Service, National Interagency Coordination Center, Center Manager
- National Association of State Foresters, Forest Fire Protection Committee Representative
- National Wildfire Coordinating Group Representative
- National Park Service, Deputy Assoc. Director of Visitor Resource Protection
- USDA Forest Service, Assistant Director for Law Enforcement and Investigations
- National Park Service, Deputy Chief, Emergency Services

## *II. Dispatch Improvement Project Leader*

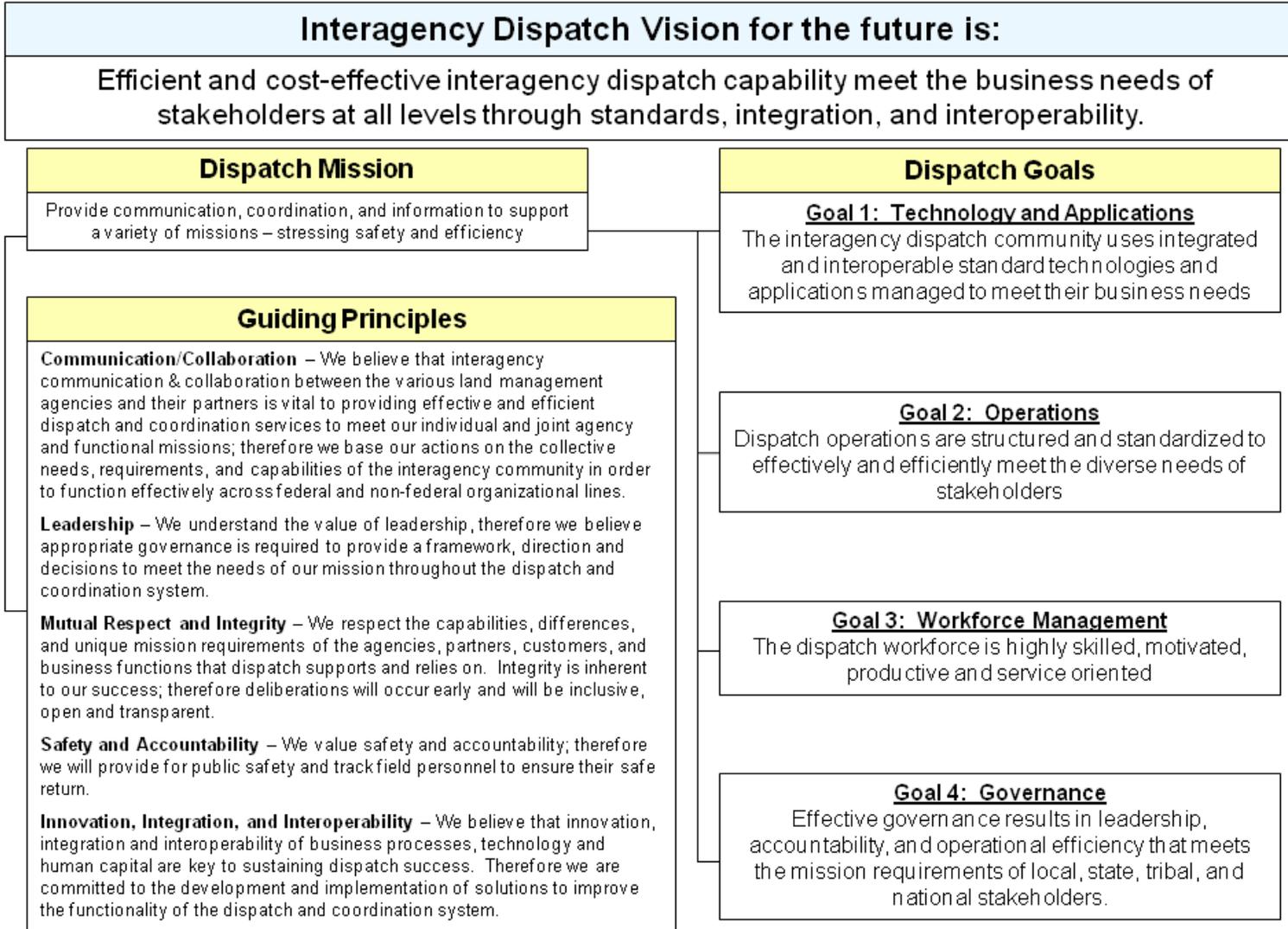
The Dispatch Improvement Project Leader, working under the direction of the steering committee, is responsible for organizing information and analyses of dispatch issues and producing recommended solutions for approval/adoption by the affected agencies within the Department of Agriculture and the Department of the Interior. The project leader will be assisted by personnel from each of the sponsoring organizations and subject matter experts in wildland fire, law enforcement, emergency services, structural fire, information technology, radios, and other relevant business areas. The project leader may establish committees, working groups, or other mechanisms to organize the work to produce the desired results. The project leader, directly or through other personnel, is expected to consult and coordinate with non-federal organizations and personnel as necessary to ensure that the recommendations allow for appropriate interoperability and cooperation between federal and non-federal dispatch activities and business needs.

The Dispatch Improvement Project Leader will be a term employee, hosted by the Bureau of Land Management and jointly funded by the Bureau of Land Management and the USDA Forest Service.

## **Schedule**

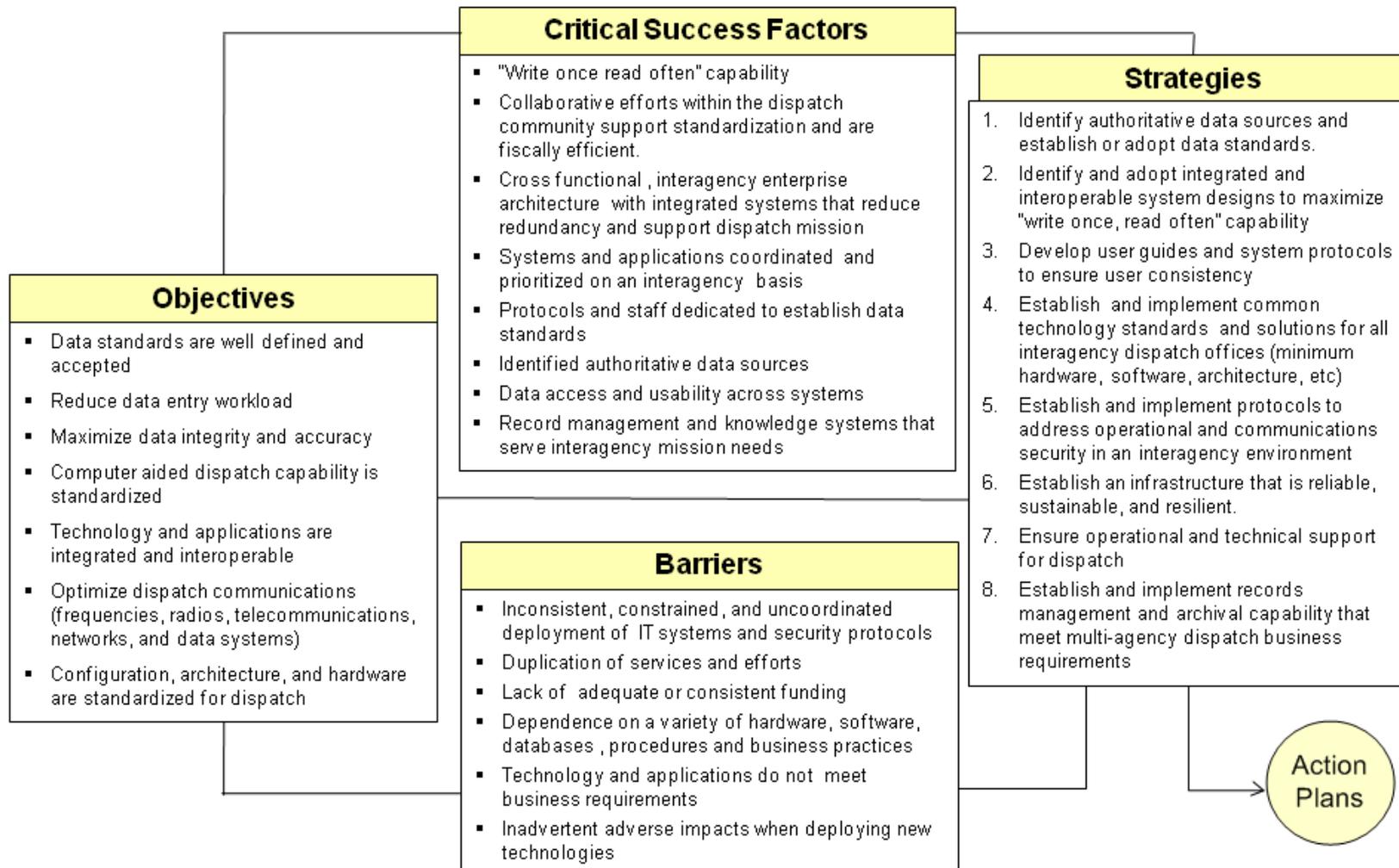
The project leader, in consultation with the steering committee, will develop a project schedule.

## Appendix 3.2 Interagency Dispatch Strategic Plan Diagrams



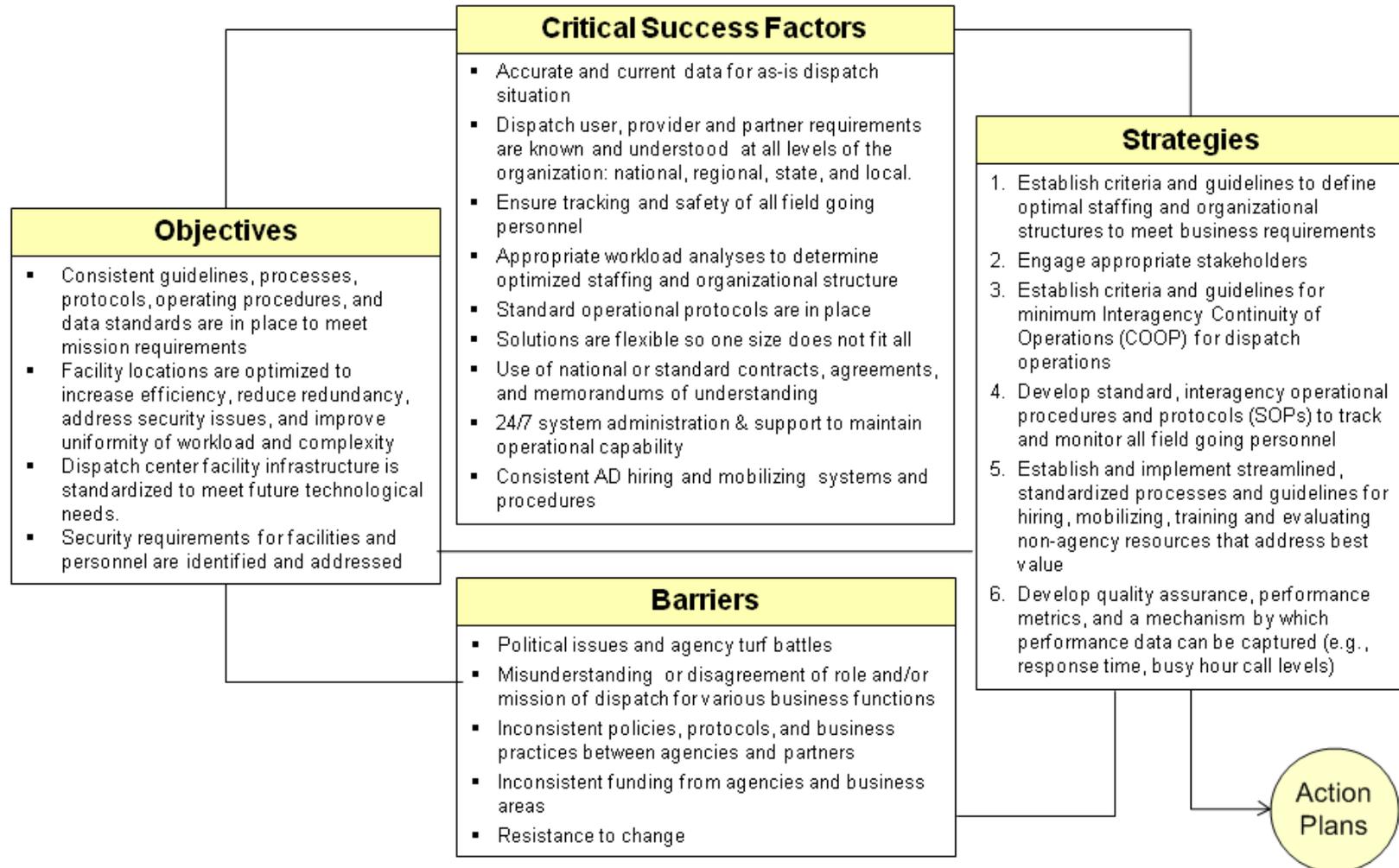
## GOAL 1 – Technology and Applications

The interagency dispatch community uses integrated and interoperable standard technologies and applications managed to meet their business needs



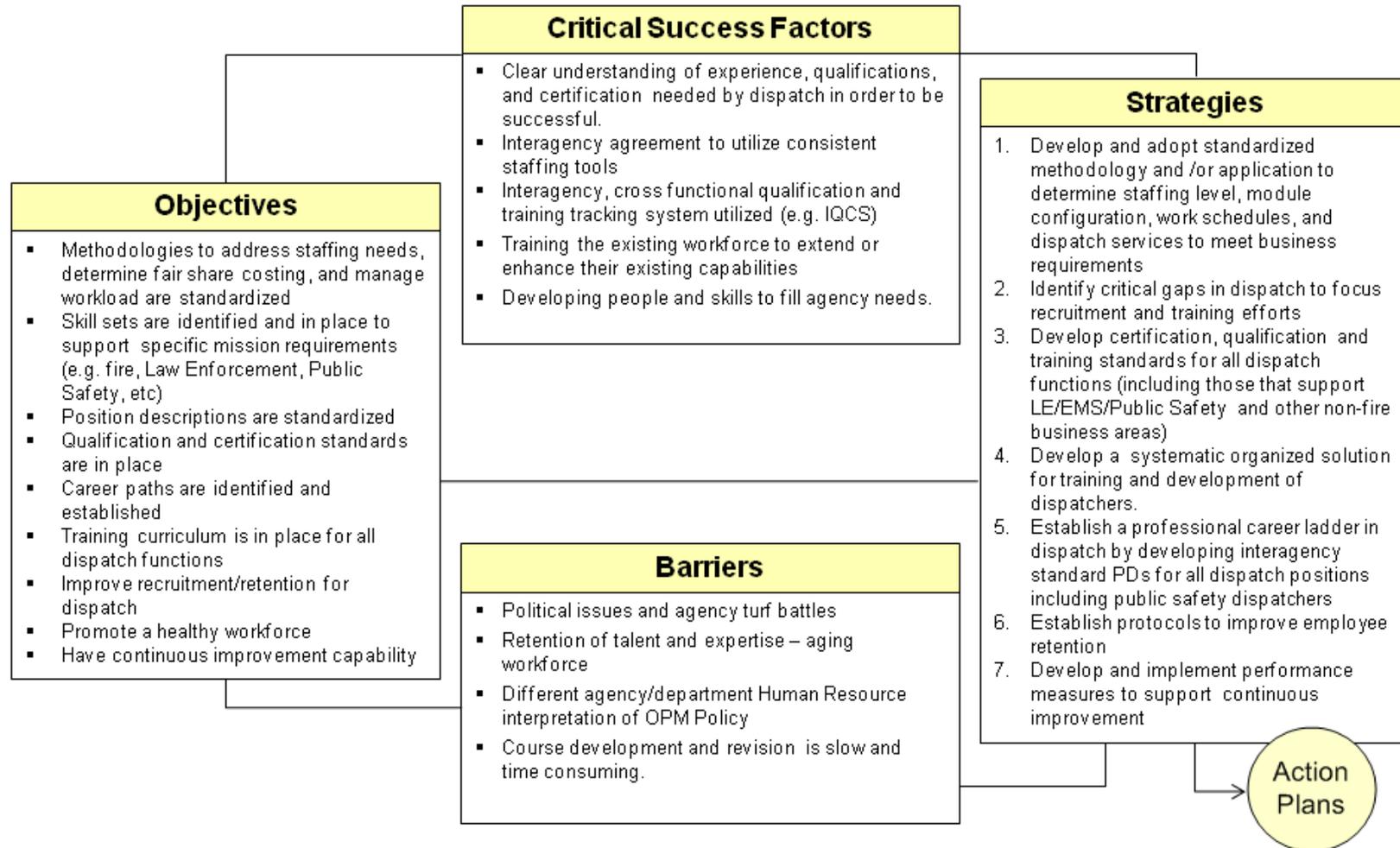
## Goal 2 – Operations

Dispatch operations are structured and standardized to effectively and efficiently meet the diverse needs of stakeholders



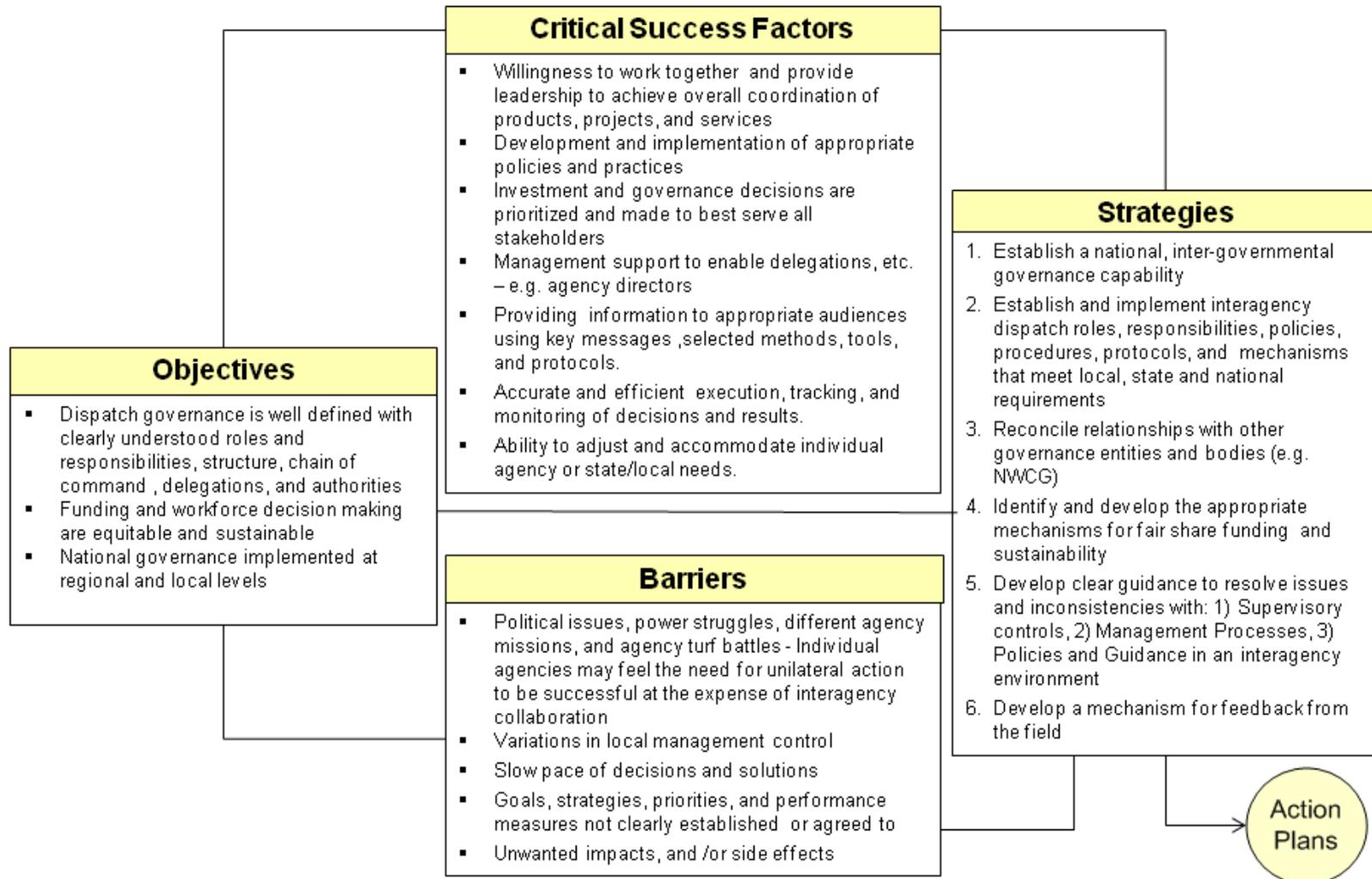
## Goal 3 – Workforce Management

The dispatch workforce is highly skilled, motivated, productive and service oriented



## Goal 4 – Governance

Effective governance results in leadership, accountability, and operational efficiency that meet the mission requirements of local, state, tribal, and national stakeholders.



### Appendix 3.3 Interagency Dispatch Strategic Plan Action Items

#### Interagency Dispatch Strategic Action Plan

#### Goal 1: Technology and Applications

The interagency dispatch community uses integrated and interoperable standard technologies and applications managed to meet their business needs

#### Priority #1: Identify authoritative data sources and establish or adopt data standards.

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	Work with PMU and iRWIn project managers to determine sequence of planned system interface developments	NWCG	Pederson Noneman		2011					
2	Request Data Standards or Fire Reporting SubCommittee task groups identify authoritative data sources and sequence for developing data standards	NWCG	B. Woods A. Dietz R. Pederson		2011					
3	Develop data exchange standards between systems the iRWIn project will interface with (WildCAD, ROSS, WFDSS, etc)	iRWIn	Skeels Pederson Zimmerman	Data Stnds	2011					
4	Get interagency approval for data standards	PMU			2012					
5	Implement new data standards	PMU			2012					

**Priority #2: Identify and adopt integrated and interoperable system designs to maximize “write once, read often” capability**

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	Determine how to gain interagency support for iRWIn	Jim Douglas Doug Nash			Fall 2010					
2	Obtain Interagency support to utilize WildCAD as the fire management CAD system for which interim security and interoperable solutions will be developed	NWCG	Wordell		Fall 2010	Winter 2011				NWCG issued memo to field
3	Dean Ross to send NPS SOW to determine qualified vendors to develop CAD. SOW to be reviewed by F&AM to ensure it will meet wildland fire requirements	Dean Ross	Wordell		Fall 2010	Fall 2010				
4	Utilize iRWIn funding to hire a project manager and complete the design architecture in FY11 to do technical refresh on WildCAD	OWFC	Douglas		2011		1.5M			iRWIn
5	Accomplish the technical refresh and develop business processes to enable WildCAD to exchange data with other systems	iRWIn	Noneman		2012			60k		iRWIn
6	Conduct assessment in 2013 or 2014 to develop alternatives to meet long-term user needs and determine if a single or multiple CADs are most appropriate solution.	TBD			2013-2014					
7	Review and assess the next logical steps needed to meet strategy	TBD			2013-2014					

<b>Priority #3: Develop user guides and system protocols to ensure user consistency</b>										
Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	NWCG should task WildCAD BOD to develop interagency business practice standards so once the application is inter-operable with other systems, there is user consistency	NWCG	Wamack	WildBOD	2011					
2	Gain concurrence and codify WildCAD business practices in appropriate handbooks or User Guides	WildCAD BOD	Wamack	WildBOD	2011 - 2012					
<b>Priority #4: Establish and implement common technology standards and solutions for all interagency dispatch offices (minimum hardware, software, architecture, etc)</b>										
Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	MAI to be tasked under Interagency Dispatch Optimization Pilot Project (IDOPP) to inventory existing equipment and technological standards for dispatch	IDIP			2011	2011				IDOPP
2	Utilize findings from IIOG Central Oregon Pilot Project, IDOPP, and other groups or studies to identify appropriate radio, console and system design specifications to be used as standard	IDIP	Shelley / TBD		2011					
3	Develop recommended common, integrated, hardware and software standards for federal land management dispatch centers	IDIP	Shelley / TBD		2012					

4	Gain interagency support to implement technology standards for all interagency land management dispatch centers	Douglas			2012 - 2013				???	
<b>Priority #5: Establish and implement protocols to address operational and communications security in an interagency environment</b>										
Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	Work with IIOG to identify cross agency security issues related to dispatch centers	IIOG	Shelley		TBD					
<b>Priority #6: Establish an infrastructure that is reliable, sustainable, and resilient.</b>										
Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	Utilize analysis and findings from IDOPP to determine standard infrastructure for dispatch	IIOG	Shelley		On Hold				???	
<b>Priority #7: Ensure operational and technical support for dispatch</b>										
Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	Follow up on proposal submitted by Laurie Jakubowski to establish FTEs and funding for IT personnel to support dispatch	IDIP	Jakubowski		On Hold				???	

**Priority #8: Establish and implement records management and archival capability that meet multi-agency dispatch business requirements**

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	Utilize findings from dispatch optimization project to develop alternatives to re-design records management systems to improve "write once/read often" capability and meet long-term user needs	IDIP			2013 - 2015			???	Goal 1, Priority 1 & IRWIN	

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## Interagency Dispatch Strategic Action Plan

### Goal 2: Operations

Dispatch operations are structured and standardized to effectively and efficiently meet the diverse needs of stakeholders

**Priority #1: Establish criteria and guidelines to define optimal staffing and organizational structures to meet business requirements**

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-13	
1	Make decision to conduct Interagency Dispatch Optimization Pilot Project for CA and SW	Douglas	Wordell	Dispatch Optimization Team	Summer 2010	Sep-10				
2	Submit SOW and obligate funding to initiate project	Wordell	Walatka	Dispatch Optimization Team	Summer 2010	Sep-10	300K			
3	Form Project and Bridge Teams and initiate assessment	Douglas	Walatka	Dispatch Optimization Team	Winter 2011	Jan-11				
4	Follow up with additional contract taskings/modifications to complete assessment	Dudley	Douglas	Dispatch Optimization Team	Spring 2011			300K		
5	Analyze Expanded Dispatch workload and consolidated approaches as part of analysis	Dudley	Douglas	Dispatch Optimization Team	Spring 2011					
6	Provide "tool box" of methodologies, management issues and questions to be answered that can be used by others as they developing optimized organizational configurations for dispatch:	Dudley	Douglas	Dispatch Optimization Team	Spring 2011					
7	Complete analysis and present findings	Dudley	Douglas	Dispatch Optimization Team	Spring 2012					

8	Implement pilot solutions	Agency Leadership		Agency Leadership	2013				???
9	Monitor for lessons learned so methodologies and findings can be implemented elsewhere	Agency Leadership		Agency Leadership	2014				

**Priority #2: Engage appropriate stakeholders**

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	As part of IDOPP taskings, develop a communication plan to engage appropriate stakeholders and gain their support	Dudley	Walatka		Spring 2011					See Goal 2, Priority 1
2	Utilize communication plan template from task 1 (above) to develop communication plan for permanent dispatch governance structure	TBD		Dispatch Governance	2012					Goal 4, Governance

**Priority #3: Establish criteria and guidelines for minimum Interagency Continuity of Operations (COOP) for dispatch operations**

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	Task the National Coordinators Group to oversee the development and completion of an Interagency COOP National Strategy to comply with NSPD 51 requirements in order to provide the capability to function during National Response Emergencies.	Nat'l Coordinators	Christensen	Nat'l Coords.	Winter 2011					

2	<p>Oversee development and implementation of a standard COOP template to be utilized at each dispatch center. The standard template should address the following:</p> <ul style="list-style-type: none"> <li>• Network/system capabilities and limitations and backup networks identified</li> <li>• Emergency radio communication plans to maintain continuous, uninterrupted contact with field going personnel</li> <li>• Backup generators or power sources</li> <li>• Alternative work site locations</li> <li>• Short and long term continuity of operation plans</li> <li>• Requirements for documentation and copies provided to alternate centers and other agencies</li> </ul>	Nat'l Coordinators	Christensen	Nat'l Coords.	Winter 2011	Draft COOP Completed Dec 2011				
3	<p>Document and outline Interagency COOP strategy and protocols in the Interagency Standards for Fire and Aviation Operations (Redbook), National Mob Guide and /or other agency directives and handbooks.</p>	Nat'l Coordinators	Christensen	Nat'l Coords.	Fall 2011					

**Priority #4: Develop standard, interagency operational procedures and protocols (SOPs) to track and monitor all field going personnel**

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	Task an interagency group of dispatch, safety, fire, and law enforcement/public safety SMES to develop briefing or position papers that outline current situation, business requirements, best practices, gaps and proposed solutions to address tracking and monitoring of field employees.	IDIP	Wordell	IDIP SOP SME Task Group	Fall 2010	Fall 2010				
2	Provide briefing papers to Dispatch Optimization Project Teams to highlight issues that need to be addressed during their analyses.	IDIP SOP SME Task Group	Wordell	IDIP SOP SME Task Group	Winter 2011	Winter 2011				
3	Draft agency and/or program policy where it does not exist and national standard minimum field tracking protocols	IDOPP Bridge Team & IDIP	Douglas		Fall 2011					
5	Solicit agency and line officer reviews of draft recommendations	IDOPP Bridge Team & IDIP	Douglas		Winter 2012					
6	Establish interagency direction and guidance to implement and codify standard field tracking protocols in local SOPs	Dispatch Governance	Douglas		2012					

7	Work with agency policy makers and senior leadership to implement new solutions	Dispatch Governance	Douglas		2013					
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**Priority #5: Establish and implement streamlined, standardized processes and guidelines for hiring, mobilizing, training and evaluating non-agency resources that address best value**

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	Request NWCG have the Incident Business Committee charter an interagency task group to evaluate and establish hiring, mobilization and training protocols for ADs	NWCG	Wordell	Incident Business Committee	Fall 2010	Fall 2010				
2	Document current AD hiring and mobilization practices within the various Geographical areas	NWCG	Wordell	Incident Business Committee	Fall 2010	ROSS Query Completed Fall 2010				Dependent on NWCG Priority of issue
3	Develop strong interagency guidelines that outline hiring and mobilization standards for ADs (e.g., point of hire, process for filling orders, honoring closest forces and/or agency personnel first, etc).	NWCG		Incident Business Committee						Dependent on NWCG Priority of issue
3a	Set stringent guidelines for AD's to only work out of the closest dispatch center to where they live (no center hopping).	NWCG		Incident Business Committee						Dependent on NWCG Priority of issue
3b	Establish protocols so travel arrangements made for AD's are most fiscally sound for the government – not for ADs.	NWCG		Incident Business Committee						Dependent on NWCG Priority of issue

4	Develop an AD evaluation process to document and archive performance evaluations and establish protocols for retaining and hiring qualified AD resources based on "best value" similar to what is used for contract equipment.	NWCG		Incident Business Committee					Dependent on NWCG Priority of issue
5	Develop a national critically needed incident "position list" so AD training can be focused on filling those critical gaps	NWCG		Incident Business Committee					Dependent on NWCG Priority of issue
5a	Analyze current AD training procedures and establish recommendations which favor the needs of government agencies	NWCG		Incident Business Committee					Dependent on NWCG Priority of issue
5b	Establish a monitoring process to track AD training courses taken and money spent on AD training so reports can be generated.	NWCG		Incident Business Committee					Dependent on NWCG Priority of issue
5c	Define the types of training allowed, and who should receive training based on performance evaluation documentation.	NWCG		Incident Business Committee					Dependent on NWCG Priority of issue
5d	Assess merit of setting one standard pay rate for AD training attendance	NWCG		Incident Business Committee					Dependent on NWCG Priority of issue

**Priority #6: Develop quality assurance, performance metrics, and a mechanism by which performance data can be captured (e.g., response time, busy hour call levels)**

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	This strategy should be accomplished as part of establishing and codifying permanent dispatch governance structure (see Goal 4)	Dispatch Governance			On hold					Goal 4 - Governance

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## Interagency Dispatch Strategic Action Plan

### Goal 3: Workforce Management

The dispatch workforce is highly skilled, motivated, productive and service oriented

#### Priority #1: Develop and adopt standardized methodology and /or application to determine staffing level, module configuration, work schedules, and dispatch services to meet business requirements

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	Task SME group to develop position paper highlighting advantages of using FireOrg as a standard tool and methodology to determine staffing ,funding, hours of operation, and scheduling requirements. Provide findings to Pilot Project Teams	Wordell	Campell		Fall 2010	Fall 2010				
2	Submit proposal to IDOPP Bridge Team to test and evaluate the FireOrg application	Wordell			Spring 2011	Winter 2011				IDOPP
3	Utilize FireOrg as part of the Interagency Dispatch Optimization Pilot Project to test and validate it in CA and the Southwest. Collect interagency input on FireOrg to ensure workload elements cover all dispatch support functions (wildfire, LE, admin. tracking, etc) and are properly "weighted". Ensure other data elements to meet business area requirements are understood and addressed and oversee change management for the application	Dudley	Christensen	IDOPP	2011-2012					IDOPP
4	Develop requirements and SOW for contractor to update/improve the FireOrg software to meet user needs	Christensen	Campbell		2012					IDOPP
5	Obtain and obligate contract funds to update FireOrg. Complete a comprehensive User's Guide and issue a technical paper that explains the	Christensen	Campbell		2012			???		IDOPP

	formulas utilized in the application									
6	Develop interagency guidance and governance protocols for using FireOrg as standard staffing tool	Permanent Dispatch Governance Group	Christensen		2012					IDOPP
6	Direct dispatch centers to obtain and utilize FireOrg to analyze workload and assess staffing and funding levels	Permanent Dispatch Governance Group	Douglas		2012					IDOPP
8	Utilize Dispatch Optimization Pilot Project to identify and develop standard staffing requirements, hours of operation and schedules needed to for the services dispatch is being configured to provide	IDOPP Bridge Team	Douglas	IDOPP	2012					IDOPP
9	Use findings and deliverables from Dispatch Optimization Pilot Project to identify standard staffing tools, operational SOPS and agency guidelines needed to appropriately staff, train, and fund dispatch centers to provide the services dispatch is being configured to provide	IDOPP Bridge Team	Douglas	IDOPP	2012					IDOPP
10	Permanent dispatch governance entity to engage IIOG, NWCG, other governance entities, and agency leadership to request implementation of policies, SOPs and agency guidelines	Permanent Dispatch Governance Group	Douglas	Governance	2012					Permanent Dispatch Governance

**Priority #2: Identify critical gaps in dispatch to focus recruitment and training efforts**

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	As part of IDOPP, query dispatch center managers at all levels to identify critical positions and training gaps in dispatch	IDOPP Bridge Team	Dudley		2011				IDOPP	
2	Analyze and summarize findings	IDOPP Bridge Team	Dudley		2012				IDOPP	
3	Issue report on findings to help target future needs and develop recruitment and training plans	IDOPP Bridge Team	Douglas		2012				IDOPP	

**Priority #3: Develop certification, qualification and training standards for all dispatch functions (including those that support LE/EMS/Public Safety and other non-fire business areas)**

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	Task SME Group consisting of Dispatch Training Steering Group members, Dispatch and Law Enforcement SMEs to review and analyze training for dispatchers	IDIP	Wordell	Training	Fall 2010	Fall 2010				
2	Clearly define interagency dispatch qualification, certification and training requirements to successfully support various business functions (wildland fire, LE/EMS, Public Safety, etc)	IDOPP	Dudley	Training	Winter 2011				IDOPP	
3	Incorporate best practices from APCO, BTOTP, and other LE Academies	TBD		Training	Winter 2011				Need to interface with CA efforts on this	
4	Develop proposal for a tiered, modular training schema to target specific dispatch training requirements for specific support functions	TBD		Training	Winter 2011				Need to interface with CA efforts on this	

5	Evaluate use of web-based adult learning methods	TBD		Training	Winter 2011						Need to interface with CA efforts on this
6	Task out to Dispatch Training Group or Contractor for development.	TBD		Training	Fall 2011			???			Need to interface with CA efforts on this
7	Phase in qualification and certification standards as training courses are implemented	TBD		Training	2012-2014						Need to interface with CA efforts on this

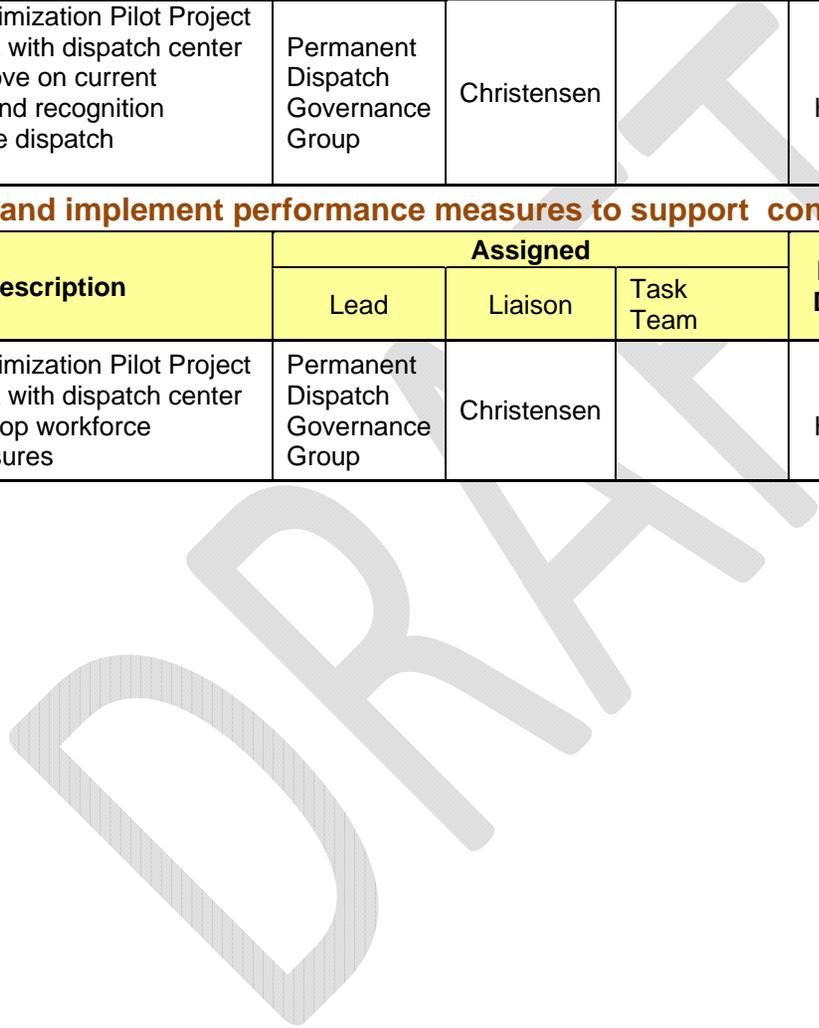
**Priority #4: Develop a systematic organized solution for training and development of dispatchers.**

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	Based on findings from the IDOPP, develop a proposal to address training shortcomings	Permanent Dispatch Governance Group			On Hold					

**Priority #5: Establish a professional career ladder in dispatch by developing interagency standard PDs for all dispatch positions including public safety dispatchers**

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-XX	FY-XX	FY-XX	
1	Utilize findings and recommendations from IDOPP and desk audit for LE Dispatchers in CA to develop criteria for standard LE/Public Safety Dispatch PDs	IDOPP Bridge Team	Christensen	PD	2012					IDOPP
2	Work with agency HR and Dispatch SMEs to develop interagency standard PDs	Permanent Dispatch Governance Group	Christensen	PD	2012					
3	Develop organization charts that clearly show career ladder opportunities in the local, regional and national dispatch organizations	Permanent Dispatch Governance Group	Christensen	PD	2013					

<b>Priority #6: Establish protocols to improve employee retention</b>										
Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-XX	FY-XX	FY-XX	
1	After Dispatch Optimization Pilot Project is completed, work with dispatch center managers to improve on current employee award and recognition protocols within the dispatch organization	Permanent Dispatch Governance Group	Christensen		On Hold					
<b>Priority #7: Develop and implement performance measures to support continuous improvement</b>										
Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-XX	FY-XX	FY-XX	
1	After Dispatch Optimization Pilot Project is completed, work with dispatch center managers to develop workforce performance measures	Permanent Dispatch Governance Group	Christensen		On Hold					



## Interagency Dispatch Strategic Action Plan

### Goal 4: Governance

Effective governance results in leadership, accountability, and operational efficiency that meet the mission requirements of local, state, tribal, and national stakeholders

#### Priority #1: Establish a national, inter-governmental governance capability

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	Brainstorm ideas and suggestions about how to stand up a dispatch governance	Douglas			Fall 2010	Fall 2010				
2	IDIP steering committee to gather information on various governance structures or alternatives and send it in to Project Coordinator to collate.	IDIP Steering Committee	Wordell		Winter 2011					
3	Discuss various governance alternatives and present to state partners for their perspective	IDIP Steering Committee	Douglas		2011					
4	Utilize Dispatch Optimization Project to help analyze various governance alternatives and develop permanent dispatch governance structure proposal	IDOPP Bridge Team	Douglas		2012					IDOPP
5	Coordinate with other governance entities (wildland fire, law enforcement, agency directors) to obtain feedback and approval	IDIP Steering Committee	Douglas		2012					
6	Review Memorandums of Understanding and Cooperative Agreements that may need to be modified in accordance with the established governance structure.	IDIP Steering Committee	Douglas		2012					
7	Implement governance and develop guidance protocols	Permanent Dispatch Governance	Douglas		2012					

**Priority #2: Establish and implement interagency dispatch roles, responsibilities, policies, procedures, protocols, and mechanisms that meet local, state and national requirements**

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	This strategy should be accomplished as part of establishing and codifying permanent dispatch governance structure (see above)	Permanent Dispatch Governance		Governance	2011-2012				Lessons learned from IDOPP	

**Priority #3: Reconcile relationships with other governance entities and bodies (e.g. NWCG)**

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	This strategy should be accomplished as part of establishing and codifying permanent dispatch governance structure (see above)	Permanent Dispatch Governance		Governance	2011-2012				Lessons learned from IDOPP	

**Priority #4: Identify and develop the appropriate mechanisms for fair share funding and sustainability**

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	This strategy should be accomplished as part of establishing and codifying permanent dispatch governance structure (see above)	Permanent Dispatch Governance		FireOrg	2011-2012					
1a	Utilize FireOrg as tool to determine fair share funding amounts/percentages.			FireOrg	2012				Goal 3 Priority 1	

**Priority #5: Develop clear guidance to resolve issues and inconsistencies with: 1) Supervisory controls, 2) Management Processes, 3) Policies and Guidance in an interagency environment**

Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	This strategy should be accomplished as part of establishing and codifying permanent dispatch governance structure (see above)	Permanent Dispatch Governance		Governance	2011-2012				Lessons learned from IDOPP	

<b>Priority #6: Develop a mechanism for feedback from the field</b>										
Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	This strategy should be accomplished as part of establishing and codifying permanent dispatch governance structure (see above)	Permanent Dispatch Governance			2011-2012					
2	Engage external affairs or communication expertise to help determine appropriate mechanism for this	Permanent Dispatch Governance			2011-2012					
3	Identify key messages and target audiences	Permanent Dispatch Governance			2011-2012					
4	Develop websites and/or other mechanisms to provide and communicate information to field	Permanent Dispatch Governance			2011-2012					
5	Update information as needed	Permanent Dispatch Governance			On-Going					
<b>Priority #8: Develop and implement performance measures</b>										
Task #	Task Description	Assigned			Due Date	Date Done	Investment			Dependencies on other Strategies
		Lead	Liaison	Task Team			FY-10	FY-11	FY-12	
1	This strategy should be accomplished as part of establishing and codifying permanent dispatch governance structure (see above)	Douglas		Governance	Fall 2010					